

2017-18 Budget Variance Summary

Wages

Budget Item	\$ Variance to 2016-17	% Variance to 2016-17	Notes:
Staff Wages	\$ 108,834.00	15%	Added one FTyr Staff Position (office manager, promoted one position to FTyr in MLCC, hired new MLCC director at higher rate than previous, budgeted staff 4% performance increases, increased payroll taxes by 15%

Benefits

Budget Item	\$ Variance to 2016-17	% Variance to 2016-17	Notes:
Staff Health Insurance (Anthem Blue Cross)	\$ 12,000.00	17%	Added one new FTyr position, increased premium costs
401k Matching Fund	\$ 6,000.00	33%	Increased participation in 401k program

Overhead

Budget Item	\$ Variance to 2016-17	% Variance to 2016-17	Notes:
Legal Services	\$ (50,220.00)	-71%	Most TBID renewal legal costs paid in 16-17
Commercial Auto Insurance	\$ (5,035.00)	-55%	Insurance for auto and D&O separated out to individual line items this year
Workers Comp Insurance	\$ (1,800.00)	-29%	Based on ACTUAL spend in fiscal 2016-17
Office Electricity	\$ (600.00)	-11%	Based on ACTUAL spend in fiscal 2016-17
Phones - Landlines (VOiP)	\$ (900.00)	-16%	Based on ACTUAL spend in fiscal 2016-17
Postage	\$ 6,750.00	300%	increased demand for printed Visitor Guide, Local Mailings (TBID related)
Office Supplies	\$ 2,400.00	200%	Based on ACTUAL spend in fiscal 2016-17
Storage Unit Rent	\$ 2,700.00	141%	Increased rental cost
Bank Charges	\$ (240.00)	-27%	Based on ACTUAL spend in fiscal 2016-17
Building Repairs and Maintenance	\$ 3,750.00	750%	Need to replace one of two furnaces
Depreciation Expense	\$ (1,500.00)	-20%	Based on ACTUAL spend in fiscal 2016-17
Gasoline	\$ 600.00	20%	Based on ACTUAL spend in fiscal 2016-17
Staff Uniforms	\$ 500.00	33%	Uniform needs for additional staff
IT Support	\$ (900.00)	-17%	Based on ACTUAL spend in fiscal 2016-17
Property Taxes	\$ (150.00)	-38%	Based on ACTUAL spend in fiscal 2016-17
Bad Debt Expense	\$ (960.00)	-80%	Based on ACTUAL spend in fiscal 2016-17
Vehicles Lease	\$ 3,600.00	60%	Need for two new MLT Vehicles
Employee, Ambassador & Blogger Passes	\$ 11,500.00	0%	Broken out to stand alone line in 2017-18

Marketing

Budget Item	\$ Variance to 2017-18	% Variance to 2017-18	Notes:
2018-2019 BUDGET INITIATIVES	(\$115,000.00)	-43%	

Cleaned up code of accounts to reflect DMO best practices and simplified reporting/viewing. Combined all media under media. Combine all production items under production.					
	Contract Services (Mea A)		\$22,855.00	11%	38k increase to Chamber. \$10k decrease in fish stocking.
	Collateral Distribution (Mea A)		(\$24,481.91)	-50%	Strategically reducing visitor guide placement to US 395, Mammoth Lakes and California Welcome Center. Streamlining collateral program by eliminating event brochure and adding a starburst on the visitor guide that indicates events calendar is inside.
	Giveaway Promotion (Mea A)		\$13,401.80	268%	Optimizing program by contracting legal sweepstakes for each giveaway.
	Industry Training (Mea A)		\$511.00	5%	Increase in conference fees.
	Dues and Subscriptions (Mea A)		\$925.00	6%	Increase in US Travel dues
	Lodging (Mea A)		(\$6,550.00)	-22%	2 members of team terming off boards
	Flights (Mea A)		(\$3,600.00)	62%	2 members of team terming off national boards
	Meals (Mea A)		(\$497.00)	-8%	2 members of team terming off national boards
	Production (Mea A)		\$29,725.00	37%	Executing Google DMO Content Program
	Website Maintenance & Development (Mea A)		(\$26,300.49)	-17%	Reduction in overall budget. Moving a few development items to 19/20.
	Hosting (Mea A)		(\$1,699.00)	-7%	Eliminating Barberstock Photo Library and migrating to new digital asset management (DAM) company - Crowdriff. DAM is included in our UGC contract.
	Air Subsidy (TBID)		\$140,000.00	7%	Increase in air subsidy per TBID District Management Plan.
	Research (TBID)		(\$57,450.00)	-38%	Visitor Profile and Visitor Volume studies are completed every other year. They will be executed again in 19/20.
	Experiential (NEW name for trade shows) (TBID)		(\$105,100.00)	-81%	Budget for experiential is moved to production to reflect best practice. Also streamlined campaign by eliminating the Travel and Adventure Shows. Focusing on Fred Hall shows due to high consumer engagement
	Lodging (TBID)		(\$7,900.00)	-51%	Eliminated 3 trade shows
	Flights (TBID)		\$900.00	150%	Increased flight line item as flights were used more often.
	Meals (TBID)		(\$1,905.00)	-52%	Eliminated 3 trade shows

					Reduction in overall budget. Also streamlining efforts by repurposing existing assets which are proven to still be high performing.
	Production (TBID) (Consolidated and includes production and printing)		(\$62,146.69)	-12%	Production TBID includes: \$11,907.38 Branding/Promotional items (63030-A) \$80,600 Content (66040-A) \$135,740.85 Printing (63051-T) \$35,000 Travel -Scouting (63190-T) \$293,328.84 Production (63270-T)
					Fishmas and Fall Community formalized signage program was developed in 4/18. LY amount comes from Branding/promotional items (63030-A), Local Marketing of \$6,000 and \$3,600 from Printing (63051-T). Both branding/promotional items printing from Measure A and Printing from TBID are included under production code.
		<i>Fishmas Community Signage</i>	(\$1,774.12)	-26%	Additional costs are included to reflect increase in materials.
		<i>Fall Community Signage</i>	(\$1,774.12)	-26%	
		<i>Road Banners (replacements only in 18/19)</i>	(\$2,177.00)	-22%	Last year's road banner number of \$6,500 was based off printing in 2011 and were underestimated by over 50%. This new number includes printing and design upload.
		<i>Fishing Map (Reprint)</i>	(\$17,500.00)	-88%	Next year's map will be reprinted. No design updates anticipated. LY number also included fall color maps for \$10,000 which will not be reprinted this year due to adequate inventory levels.
		<i>Visitor Guide Design & Printing</i>	(\$5,000.00)	-5%	Reducing distribution area of visitor guides which will result in fewer numbers printed; however, paper costs and shipping continue to rise.
		<i>Event Posters design and printing</i>	(\$16,600.00)	-87%	Eliminating the events brochure. Events are also printed in the visitor guide and distributed in the same region. Visitor guide will include contents starburst on cover.
		<i>"Why I Love Mammoth Lakes" Series</i>	-	0%	Previous year's website content has been split between website content and the Why I Love Mammoth Lakes series which is also content for the website.
		<i>Website Content (blogs/trip ideas/videos)</i>	-	0%	
		<i>USFS Video Permit Fees</i>	(\$2,000.00)	-40%	Reduced number of video production planned. Focusing on stoke videos to support Search and holidays
		<i>MLT Video Assets</i>	(\$20,000.00)	-67%	Focusing on editing video library to be evergreen pieces of content
		<i>Miscellaneous</i>	(\$4,900.00)	-54%	Wasn't listed on 17-18 budget
		<i>MeringCarson: No Small Adventure</i>	\$5,671.16	2%	17-18 Experiential was listed under Trade Shows instead of production. Actual proposed budget for production, including experiential, was \$364,328.84, reflecting an actual 16% decrease.

	Production (A) (Consolidated and includes production and printing)"				\$7,500 from Website Development (66020-A); \$24,000 content development/support (66040-T); \$24,000 Fact Checking with Scarlett Letter (63270-T); \$24,500 Miles Campaign Support
	<i>Miles Travel</i>		(\$2,500.00)	-33%	Travel reduced as website development and on-site meetings are projected to decrease after onboarding
	<i>Miles - Google DMO Content Program</i>		NA		New program. YOY reduction in development \$49,479.96 and reduction in campaign support projected \$18,000 equals total reduction in contract of \$67,479.96 which will cover the Google DMO proposed contract of \$64,000.
	<i>Miles - Content Program Optimizations</i>		(\$18,000.00)	-73%	Projected costs were high in anticipation of additional support required for 360 integration into campaigns.
	<i>Fact Checking</i>		\$10,225.05	43%	Fact checking costs came in higher than projected in 17/18 with addition of wedding and groups fact checking. Fact Checking checks listings annually to maintain reputation of MLT assets as tourism authority. Hiring a 3rd party outside of Mammoth Lakes improves useability and removed Mammoth Lakes' colloquialisms. Responsible for updating 452 business listings on website and in the visitor guide, as well as fact checking content in the visitor guide and final proofing of guide.
	Media (TBID) (NEW name and reflects all media buys (radio, digital, billboards, etc). Streamlined approach aligns us with best practices)		(\$1,190,487.96)	-42%	Overall Budget number is reflection of budget reduction
	<i>MLT Social: MamFam</i>		(\$3,000.00)	-25%	\$250 a month is shifted to be included in the Embark: Local Air Marketing campaign line item
	<i>In-destination campaigns: Google, Local Messaging</i>		\$900.00	18%	Pulled from combined radio, television and local newspaper earmarks for local marketing totaling \$24,100
	<i>Embark: Local Air Marketing</i>		\$0.00	0%	Pulled from combined radio, television and local newspaper earmarks for local marketing totaling \$24,100
	<i>MeringCarson: No Small Adventure</i>		(\$1,034,499.96)	-50%	Reduction in overall budget
	<i>Social</i>		\$23,000.00	11%	Shift in dollars is the result of high performance, high engagement of social channel media placements.
	<i>Out of Home</i>		(\$35,700.00)	-14%	Based on reduction in budget as well as ad recall of the billboards in ad awareness research
	<i>Search Engine Marketing (SEM)</i>		(\$140,000.00)	-56%	Based on reduction in budget as well as performance of SEM dollars in comparison to performance of other media mix layers

	Hardware/Software		\$6,466.11		625%	Aging equipment and new 360 technology being released 18/19.
Sales	Budget Item		\$ Variance to 2016-17		% Variance to 2016-17	Notes:
	MLT Branded Promo items (Mea A)		\$5,000		50%	Anticipated increase in the amount of promo items/swag to be used international with the increase in MLT activity
	International Travel Shows (Mea A)		\$10,000		23%	MLT is looking to becoming active in the Indian and Canadian Markets; this increase is reflective of an active presence for 2017/18
	Domestic Travel Shows (Mea A)		\$1,500		20%	MLT is looking to be more active with Ski Clubs, and Group business for 2017/18
	Membership and Dues (Mea A)		\$1,900		17%	New Memberships with VisitUSA / UK, and SF Travel
	FAM Trips (TBID)		\$12,500		78%	Anticipated cost increases from an overall increase in the number of FAM's coming to ML; anticipated solo ownership of FAM costs with MMSA possibly inactive
	Supplies / Shipping (Mea A)		\$3,500		33%	Increase in the amounts of Vacation Planners, and promo items shipped to international markets
	Promotional Native Language Videos (TBID)		\$30,000		New Line Item	Creation of 3 new native language videos to promote ML; Mandurian, German, Portuguese
	Agency Fee (Mea A)		\$62,500.00		116%	Anticipated 100% ownership of 4 contracts currently shared with MMSA: China, Korea, UK, Australia; addition of New Zealand for travel trade; year round messaging for Australia for travel trade / pr (previous winter only)
	Agency Fee (TBID)		\$62,500.00		116%	Anticipated 100% ownership of 4 contracts currently shared with MMSA: China, Korea, UK, Australia; addition of New Zealand for travel trade; year-round messaging for Australia for travel trade / pr (previous winter only)

