

acct	sub acct	REVENUES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2020 Budget	2020 Actuals	
315	1315	Lodging Tax	\$ 87,658	\$ 72,101	\$ 69,472	\$ 63,507	\$ 41,174	\$ 41,203	\$ 39,839	\$ 73,916	\$ 80,876	\$ 83,538	72,028.55	\$ 70,518	\$ 1,137,000	\$ 723,802	August - USAC/2018 Holiday Inn Back PayA		
320	1320	Grants			\$ 53,200		\$ 7,197	\$ 20,000	\$ 10,000	\$ 80,000	\$ 35,833		\$ 210,000	\$ 297,691	\$ 60,397	\$ 713,921	Increase - County and State		
322	1322	USA Cycling Revenue															\$ -	Grants/Sponsorships/\$25k deferred '18	
325	1325	Membership Dues		\$ 673	\$ 12,130	\$ 10,335	\$ 2,726	\$ 4,288	\$ 7,948	\$ 2,975	\$ 773	\$ 470	\$ 1,344	\$ 2,313	\$ 54,502	\$ 45,975	Annual Memberships Due In April		
327	1327	Member Activities													\$ 1,100	\$ -			
330	1330	Visitor Guide	37,412	\$ 1,198	\$ 400		\$ 582	\$ 4,700	\$ 3,199	\$ 3,071					\$ 5,680	\$ 50,561	Covers cost of VG - rate increase		
342	2342	Visitor Welcome Center Advertising															\$ -		
335	1335	Publication Advertising													\$ 2,100	\$ -	Shopping & Dining Guide Ad sales		
336	1336	Coop Advertising															\$ -		
340	1340	Vacation Value Pass															\$ -		
1345	2345	Gift Shop Sales	\$ 873	\$ 464	\$ 495					\$ 86	\$ 20		\$ 1,537	\$ 520	\$ 14,100	\$ 3,995			
348	1348	Sponsorships															\$ -		
351	1351	Ticket Sales															\$ -		
350	1350	Miscellaneous		6.39					1.07								\$ -		
355	1355	Interest Income	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 2	\$ 2	\$ 2	\$ 2	\$ 4	\$ 180	\$ 18	HCWHA - Credit 1404		
		Total Revenues	\$ 125,949	\$ 74,437	\$ 135,697	\$ 73,843	\$ 51,679	\$ 70,191	\$ 60,988	\$ 160,051	\$ 117,504	\$ 84,011	\$ 212,783	\$ 371,045	\$ 1,326,179	\$ 1,538,178			
		ADMINISTRATION																	
401	1401	Salaries and wages - Director	\$ -														\$ -		
404	1404	Salaries and wages - Staff	\$ 34,470	\$ 27,843	\$ 17,922	\$ 25,449	\$ 25,301	\$ 24,857	\$ 37,877	\$ 25,449	\$ 25,449	\$ 25,449	\$ 25,449	\$ 29,904	\$ 324,640	\$ 325,415			
406	2406	Salaries and wages--PT Visitor Center	\$ 6,680	\$ 3,192	\$ 2,932									\$ (1,109)	\$ 40,800	\$ 11,695	Closed Sundays/close at 4:30pm		
421	1421	Payroll taxes (SS&Med)	\$ 4,023	\$ 2,460	\$ 2,093	\$ 1,947	\$ 1,935	\$ 1,902	\$ 2,898	\$ 1,947	\$ 1,947	\$ 1,947	\$ 1,947	\$ 2,920	\$ 28,147	\$ 27,964			
423	1423	FUTA/SUTA	\$ 340	\$ 61	\$ 76	\$ 583	\$ 24		\$ 36	\$ 11	\$ 11	\$ 11	\$ 11	\$ 16	\$ 1,210	\$ 1,178			
431	1431	Employee Insurance	\$ 4,229	\$ 4,363	\$ 3,501	\$ 3,501	\$ 4,363	\$ 3,501	\$ 3,282	\$ 214	\$ 3,640	\$ 3,501	\$ 3,727	\$ 4,375	\$ 37,040	\$ 42,196	1% increase 2019		
433	1433	Workmen's Compensation		0					\$ 399				\$ 913	\$ (12)	\$ 1,350	\$ 1,300			
435	1435	Retirement	\$ 4,335	\$ 2,843	\$ 2,475	\$ 853	\$ 265	\$ 400	\$ 868		\$ 400	\$ 935		\$ 400	\$ 35,337	\$ 13,773	TPA fees		
		Employee Recruitment															\$ -		
437	1437-2437	Well Pay	6,442												\$ 6,800	\$ 6,442	Extra wellness day per Personnel Policy		
		Payroll taxes															\$ -		
438	1438-2438	Bonuses	\$ 5,000												\$ 5,000	\$ 5,000	Performance based Incentives CEO		
		Contracted Services/Intern															\$ -	Intern	
		Payroll taxes/processing		\$ 247	\$ 160	\$ 142	\$ 142	\$ 138	\$ 210	\$ 141	\$ 141	\$ 141	\$ 141	\$ 212	\$ 4,880	\$ 1,815			
		Total Administration	\$ 65,519	\$ 41,007	\$ 29,157	\$ 32,473	\$ 32,030	\$ 30,797	\$ 45,569	\$ 27,761	\$ 31,588	\$ 32,895	\$ 31,262	\$ 36,718	\$ 485,204	\$ 436,777			
															36.59%	28.40%	Salaries are functionally allocated adjusting this % below 30% upon audit		
		OPERATIONS																	
501	1501-2501	Administrative Telephone	\$ 879	\$ 1,025	\$ 880	\$ 859	\$ 842	\$ 899	\$ 871	\$ 830	\$ 830	\$ 837	\$ 791	\$ 1,296	\$ 12,960	\$ 10,839			
505	1505	Administrative Postage		\$ 520	\$ 24										\$ 6,650	\$ 544			
507	1507	Administrative Travel		\$ 115	\$ 14						\$ 64		\$ 6		\$ 396	\$ 199			
		Alarm Monitoring													\$ 400	\$ -			
		Auto Expense	\$ 525	\$ 580	\$ 540	\$ 525	\$ 547	\$ 696	\$ 525	\$ 708	\$ 525	\$ 525	\$ 525	\$ 587	\$ 7,240	\$ 6,808	Vehicle lease/Auto Insurance		
515	1515	Bank Charges	\$ 355	\$ 241	\$ 171	\$ 142	\$ 117	\$ 82	\$ 97	\$ 103	\$ 135	\$ 135	\$ 128	\$ 178	\$ 3,155	\$ 1,885			
516	1516	Board Expense			\$ 64						\$ 150				\$ 375	\$ 214			
517	1517	Board Insurance			\$ 1,698	\$ 284.92	\$ -216		\$ 885			\$ 1,951	\$ (12)	\$ 258	\$ 4,955	\$ 4,860			
521	1521-2521	Building Maintenance	\$ 318	\$ 318	\$ 318	\$ 985	\$ 318	\$ 318	\$ 509	\$ 318	\$ 318	\$ 318	\$ 318	\$ 318	\$ 7,850	\$ 4,673			
523	1523	Building Rent	\$ 1,572	\$ 1,572	\$ 1,572	\$ 1,242	\$ 1,572	\$ 1,572	\$ 263	\$ 3,143	\$ 1,572	\$ 1,572	\$ 9,616	\$ 8,044	\$ 19,214	\$ 33,310	Rent, taxes, water, parking passes		
523	2523	Visitor Center Rent	\$ 2,027	\$ 1,938	\$ 603										\$ 23,256	\$ 4,568	\$1608 rent plus staff parking		
529	2529	Window Display/Visitors Center Display															\$ -	Adler displays (5 yrs)	
526	1527	Computer Purchase/Supplies/Software	\$ 59	\$ 65	\$ 59		\$ 118	\$ 59		\$ 118	\$ 59	\$ 543	\$ 24,412	\$ 118	\$ 750	\$ 25,611	Photoshop \$50mth/ACT1		
531	1531	Copier Purchase	\$ 723	\$ 349	\$ 643	\$ 177	\$ 699	\$ 429	\$ 349	\$ 349	\$ 418	\$ 477	\$ 349	\$ 406	\$ 5,200	\$ 5,369			
532	1532	Depreciation	\$ 510	\$ 510	\$ 510	\$ 510	\$ 510	\$ 510	\$ 510	\$ 510	\$ 510	\$ 510	\$ 510	\$ 510	\$ 6,120	\$ 6,125			
533	1533	Equipment Maintenance	\$ 1,205	\$ 1,504	\$ 1,195	\$ 833	\$ 833	\$ 833	\$ 1,358	\$ 958	\$ 958	\$ 958	\$ 958	\$ 958	\$ 10,980	\$ 12,546			
534	1534	Equipment Rent											\$ 105	\$ 206	\$ 1,060	\$ 517			
535	1535	Interest Expense			\$ 50			\$ 42		\$ 0				\$ 20	\$ 100	\$ 112			
537	1537	Office Printing			\$ -	\$ 150					\$ 556				\$ 3,200	\$ 706			
538	1538-2538	Office Supplies	\$ 273	\$ 262	\$ 21	\$ 176	\$ 432	\$ 715	\$ 93	\$ 241	\$ 102	\$ 37	\$ 143	\$ 158	\$ 6,000	\$ 2,652			
539	1539	Professional Fees/Memberships	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 10,036	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 25,600	\$ 26,536			
540		Penalties															\$ -		
541	2541	Resale Merchandise	\$ 642	\$ 431	\$ (56)								\$ (4)	\$ 2,033	\$ 8,000	\$ 3,046			
543	2543	Merchandise Spoilage															\$ -		
551	1551	Subscriptions and Publications			\$ 349										\$ 250	\$ 349			
553	1553	Uniforms													\$ 840	\$ -			
557	1557-2557	Utilities	\$ 876	\$ 799	\$ 567	\$ 243	\$ 212	\$ 220	\$ 791	\$ 351	\$ 434	\$ 321	\$ 291	\$ 611	\$ 8,090	\$ 5,716			
560	2560	Newcomer House Expenses	\$ 129	\$ 260	\$ 39	\$ 85	\$ 60	\$ 341	\$ 52	\$ 185	\$ 40	\$ 131		\$ 90	\$ 4,640	\$ 1,412			
561	1561	Misc.															\$ -		
		Total Operations	\$ 11,594	\$ 11,990	\$ 10,764	\$ 7,720	\$ 7,544	\$ 8,215	\$ 16,339	\$ 9,316	\$ 8,377	\$ 9,814	\$ 39,637	\$ 17,290	\$ 167,281	\$ 158,598			
															12.61%	10.31%			

		PROMOTIONAL PROGRAMS													2020 Budget	2020 Actuals	
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
		Advertising															
601	1601	Advertising Placements	\$ 21,732	\$ 7,139	\$ 23,526	\$ 3,153	\$ 12,576	\$ 6,203	\$ 37,780	\$ 6,676	\$ 16,474	\$ 20,263	\$ 53,506	\$ 45,515	\$ 213,000	\$ 254,542	
601.1	1601.1	SEO	\$ 1,000	\$ 1,000										\$ 2,204	\$ 4,204		
602	1602	Production	\$ 350	\$ 735	\$ 3,953	\$ 128	\$ 290			\$ 570	\$ 903	\$ 428	\$ 1,330	\$ 333	\$ 8,600	\$ 9,019	Ad Design/C.Hipp PR Assistance
603	1603	Web Page Design/Maintenance	\$ 430	\$ 290	\$ 290	\$ 290	\$ 2,610	\$ 3,576	\$ 290	\$ 1,740	\$ 290	\$ 290	\$ 290	\$ 290	\$ 7,580	\$ 10,386	App \$2200 annual (June)
604	1604	Fulfillment Services and Postage	\$ 913	\$ 2,048	\$ 1,717	\$ 2,455	\$ 1,475	\$ 3,370	\$ 4,993	\$ 2,730	\$ 1,928	\$ 4,165	\$ 3,257	\$ 3,346	\$ 54,750	\$ 32,397	Toth Dist/VG and COE mailing/VG Size decrease
		Sales															
610	1610	Travel Expenses	\$ 371	\$ 5,583	\$ 980	\$ 303									\$ 20,340	\$ 7,237	
611	1611	Show Registration/Booth Costs	\$ 750	\$ 1,275	\$ -				\$ 1,300						\$ 12,960	\$ 3,325	
612	1612	Convention Services/Incentives	\$ 47	\$ 1,103											\$ 4,500	\$ 1,149	
614	1614	Sales Equipment/Supplies	\$ 66	\$ 2,057					\$ 41						\$ 5,225	\$ 2,164	
613	1613	Sales Blitz (2)													\$ -	\$ -	
615	1615	Sales Activities/Sponsorships		\$ 1,750	\$ -								\$ 4,588		\$ 10,550	\$ 6,338	
		Sponsorships															
	1693	Maryland International Film Fest		\$ -											\$ 2,500	\$ -	
	1690	Civil War Trail/National Road Markers							1000			\$ 3,100			\$ 6,200	\$ 4,100	
	1700	Miss Maryland/Miss Wash. Cty.													\$ 10,000	\$ -	
	1700.1	Heart of the CW Heritage Area			\$ 3,400						\$ 10,666		\$ 10,666	\$ 10,668	\$ 40,000	\$ 35,400	
	1700.2	Antietam Velo Club													\$ 2,500	\$ -	
	1700.3														\$ -	\$ -	
	1700.4	Racine MultiSports	2500												\$ 2,500	\$ 2,500	
	1700.5	Potomac Velo Club Events													\$ -	\$ -	
	1700.6	Antietam Illuminations													\$ 1,500	\$ -	
	1700.7	GreenFest	1500	0			\$ (1,500)								\$ 1,500	\$ (1,500)	
	1701	City of Hagerstown - Main Street						\$ 100							\$ 2,500	\$ 100	
	1701.1	BluesFest													\$ -	\$ -	Blues Fest Cancelled
	1701.2	AugustoberFest													\$ 1,500	\$ -	
	1701.3	Mummers Parade													\$ 1,500	\$ -	
	1701.4														\$ -	\$ -	
	1701.5	Maryland Theatre		\$ 3,750			\$ 3,750	\$ 3,750					\$ 3,750		\$ 15,000	\$ 15,000	
	1701.6	Fort Frederick Market Fair													\$ 1,500	\$ -	
	1701.7	JFK 50 Mile (Cumberland Valley Ath)											2000		\$ 2,000	\$ 2,000	
	1701.8	Hagerstown Suns			5,250										\$ 7,500	\$ 5,250	
	1701.9														\$ -	\$ -	
	1704	James Shaul Nat'l Pike Wagontrain		\$ -											\$ 750	\$ -	
	1705	Doleman Black Heritage	\$ 72		\$ 500										\$ 2,000	\$ 572	
	1706	Discovery Station			\$ -										\$ -	\$ -	
	1707	Maryland Symphony Orchestra													\$ 2,500	\$ -	
	1708	Geo Caching			\$ (10)										\$ 100	\$ (10)	
617	1617	Misc Sales Costs		\$ 110	\$ -			\$ 23					\$ 73		\$ 480	\$ 206	
618	1618	Familiarization Tours													\$ 3,500	\$ -	
619	1619	International Pow Wow													\$ -	\$ -	
622	1622	USA Cycling		\$ 120	\$ 2,000										\$ 2,120	\$ -	
		Public Relations															
630	1630	Media Kits/Presentation folders/CD's													\$ 600	\$ -	
631	1631	Photography	\$ 1,000	\$ 350						\$ 150	\$ 1,050		\$ 449		\$ 1,000	\$ 2,999	
632	1632	Video								\$ 625	\$ 300	\$ 350			\$ 1,275	\$ -	Member Campaign Awareness Video
633	1633	Travel Writer Fam Tours/Wash Cty			\$ -										\$ 800	\$ -	
	1634	Lobbying									\$ 3,000				\$ 3,000	\$ 3,000	
635	1635	Miscellaneous and Local PR	\$ 1,298	\$ 3,700	\$ 1,121		\$ 411	\$ 50	\$ 200		\$ 2,560	\$ 382	\$ 2,131	\$ 18,400	\$ 11,852	(7)Outdoor Writers Blog Bash/(9)CW Seminars	
636	1636	Meals and Entertainment	\$ 30	\$ 341	\$ 164							\$ 49		\$ 4,025	\$ 584		
637	1638	PR Contract Services	\$ 330	\$ 241	\$ -									\$ 4,960	\$ 571		
641	1641	Restaurant Week												\$ -	\$ -		
		Publications															
	1640	Museum Ramble			\$ 353										\$ 2,500	\$ 353	
	1644	Bike Map													\$ 1,800	\$ -	
	1645	Walking Tour Brochure													\$ 5,200	\$ -	
	1646	Bridges Map													\$ 2,000	\$ -	
	1647	Movie Incentive													\$ -	\$ -	
650	1650	Visitor Guide	\$ 119		\$ 43,260										\$ 57,000	\$ 43,379	Design/Cover/Print
651	1651	Potomac River Atlas													\$ -	\$ -	
652	1652	Calendar of Events		\$ -	\$ 5,480										\$ 16,076	\$ 5,480	twice per year/ship/design/table top COEs 6x
653	1653	Consumer Guides/Misc Pubs	\$ 917	\$ 4,241	\$ 185			\$ 200	\$ 2,370	\$ 450		\$ 163	\$ 1,835	\$ 475	\$ 10,660	\$ 8,573	Service Guide/Shop&Din
	1656	Coupon Booklet													\$ -	\$ -	
656	1665	Product Development	\$ 800	\$ -	\$ -										\$ -	\$ 800	
659	1659	Miscellaneous													\$ -	\$ -	
657	1657	Dest Planning/Brochure Updates													\$ -	\$ -	
		Member Relations															
	1670	Member Services			\$ 362										\$ 1,000	\$ 362	SEO clean-up for 4 members
671	1671	Member Activities	\$ 500		\$ -										\$ 9,200	\$ 500	Annual Meeting, Tourism Day/No Picnic 2019
		Other Promotional Programs															
	1691	Sports Marketing	\$ 2,500	497.39											\$ 5,000	\$ 2,997	
692	1692	Matching Grants, Donations, Co-ops		\$ -	\$ -										\$ 6,000	\$ -	
694	1694	Trade Memberships	\$ 1,470	\$ 610	\$ 1,000			\$ 200	\$ 2,370	\$ 450		\$ 163	\$ 1,835	\$ 475	\$ 10,660	\$ 8,573	
695	1695	Miscellaneous													\$ -	\$ -	
699	1699	Research		\$ 589								\$ 2,200			\$ 2,200	\$ 2,789	STR
698	1698	Staff Development and Training	\$ 690	\$ 75					\$ 598			\$ 1,254			\$ 11,055	\$ 2,617	DMAI/Continued Education
		Total Promotional Programs	\$ 39,383	\$ 37,605	\$ 93,530	\$ 6,330	\$ 13,252	\$ 13,963	\$ 52,803	\$ 15,865	\$ 30,411	\$ 36,093	\$ 85,153	\$ 67,086	\$ 472,000	\$ 319,915	
															47.20%	31.95%	

Budget Recap			2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2020 Budget	2020 Actuals
		Revenues	\$ 125,949	\$ 74,437	\$ 135,697	\$ 73,843	\$ 51,679	\$ 70,191	\$ 60,988	\$ 160,051	\$ 117,504	\$ 84,011	\$ 212,783	\$ 371,045	\$ 1,326,179	\$ 1,538,178		
		Administration	\$ 65,519	\$ 41,007	\$ 29,157	\$ 32,473	\$ 32,030	\$ 30,797	\$ 45,569	\$ 27,761	\$ 31,588	\$ 32,895	\$ 31,262	\$ 36,718	\$ 485,204	\$ 436,777		
		Operations	\$ 11,594	\$ 11,990	\$ 10,764	\$ 7,720	\$ 7,544	\$ 8,215	\$ 16,339	\$ 9,316	\$ 8,377	\$ 9,814	\$ 39,637	\$ 17,290	\$ 167,281	\$ 158,598		
		Promotional Programs	\$ 39,383	\$ 37,605	\$ 93,530	\$ 6,330	\$ 13,252	\$ 13,963	\$ 52,803	\$ 15,865	\$ 30,411	\$ 36,093	\$ 85,153	\$ 67,086	\$ 625,911	\$ 491,473		
		Balance	\$ 9,454	\$ (16,165)	\$ 2,247	\$ 27,320	\$ (1,146)	\$ 17,217	\$ (53,723)	\$ 107,109	\$ 47,128	\$ 5,209	\$ 56,731	\$ 249,951	\$ 47,783	\$ 451,330		
NON-EXPENSE ITEMS																		
525	1525	Capital Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,500	\$ -
542	1542	Reserve Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,000	\$ -
545		Loan Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Reserve Funding to be used	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		Total Net Balance	\$ 9,454	\$ (16,165)	\$ 2,247	\$ 27,320	\$ (1,146)	\$ 17,217	\$ (53,723)	\$ 107,109	\$ 47,128	\$ 5,209	\$ 56,731	\$ 249,951	\$ 8,283	\$ 451,330		