

Mendocino County Tourism Commission, Inc.
Profit & Loss Budget Performance - SUMMARY

April 2017

05/23/2017
 Accrual Basis

	<u>Apr 17</u>	<u>Jul '16 - Apr 17</u>	<u>YTD Budget</u>	<u>% of Budget</u>	<u>Annual Budget</u>
Ordinary Income/Expense					
Income					
4020 - MCPA Matching Funds	0.00	9,000.00	9,000.00	100.0%	9,000.00
4030 - County BID	66,666.67	666,666.70	666,666.70	100.0%	800,000.00
4031 - County BID adjustments	-22,399.92	-5,476.90	50,580.00	-10.83%	60,698.00
4035 - County 50% Match	33,333.33	333,333.30	333,333.30	100.0%	400,000.00
4050 - NCTC Administration	0.00	4,500.00	4,500.00	100.0%	4,500.00
4251 - Cooperative Advertising	0.00	7,900.00	10,000.00	79.0%	12,000.00
4990 - Previous Year Carryover	0.00	0.00	129,110.00	0.0%	154,933.00
4999 - Reserve/Contingency	0.00	0.00	0.00	0.0%	130,344.00
Other Income	2.05	4,618.86	9,183.34	50.3%	11,000.00
Total Income	<u>77,602.13</u>	<u>1,020,541.96</u>	<u>1,212,373.34</u>	<u>84.18%</u>	<u>1,582,475.00</u>
Gross Profit	77,602.13	1,020,541.96	1,212,373.34	84.18%	1,582,475.00
Expense					
MEDIA & WEBSITE	63,439.44	644,374.41	676,153.57	95.3%	814,550.00
VISITOR SERVICES/PARTNERSHIP	3,601.51	73,963.49	98,533.32	75.06%	122,500.00
ADMIN EXPENSES	6,880.97	100,996.34	109,742.00	92.03%	129,192.00
Personnel	26,009.60	268,517.88	321,855.00	83.43%	385,889.00
Total Expense	<u>99,931.52</u>	<u>1,087,852.12</u>	<u>1,206,283.89</u>	<u>90.18%</u>	<u>1,452,131.00</u>
Net Ordinary Income	-22,329.39	-67,310.16	6,089.45	-1,105.36%	130,344.00
Other Income/Expense					
Other Expense					
9870 - Reserve/Contingency Account	0.00	0.00	0.00	0.0%	130,344.00
Total Other Expense	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>	<u>130,344.00</u>
Net Other Income	0.00	0.00	0.00	0.0%	-130,344.00
Net Income	<u><u>-22,329.39</u></u>	<u><u>-67,310.16</u></u>	<u><u>6,089.45</u></u>	<u><u>-1,105.36%</u></u>	<u><u>0.00</u></u>

Mendocino County Tourism Commission, Inc.
Profit & Loss Budget Performance
 April 2017

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 Accrual Basis

	<u>Apr 17</u>	<u>Jul '16 - Apr 17</u>	<u>YTD Budget</u>	<u>% of Budget</u>	<u>Annual Budget</u>
Ordinary Income/Expense					
Income					
4020 · MCPA Matching Funds	0.00	9,000.00	9,000.00	100.0%	9,000.00
4030 · County BID	66,666.67	666,666.70	666,666.70	100.0%	800,000.00
4031 · County BID adjustments	-22,399.92	-5,476.90	50,580.00	-10.83%	60,698.00
4035 · County 50% Match	33,333.33	333,333.30	333,333.30	100.0%	400,000.00
4050 · NCTC Administration	0.00	4,500.00	4,500.00	100.0%	4,500.00
4251 · Cooperative Advertising	0.00	7,900.00	10,000.00	79.0%	12,000.00
4990 · Previous Year Carryover	0.00	0.00	129,110.00	0.0%	154,933.00
4999 · Reserve/Contingency	0.00	0.00	0.00	0.0%	130,344.00
Other Income					
4810 · Event Passport Income	0.00	0.00	1,000.00	0.0%	1,000.00
4830 · Event Brochure Ads	0.00	2,450.00	1,800.00	136.11%	1,800.00
4940 · Misc. Income	0.00	0.00	4,800.00	0.0%	6,600.00
4950 · Interest Income	2.05	69.94	83.34	83.92%	100.00
4850 · Retail Sales	0.00	2,098.92	1,500.00	139.93%	1,500.00
Total Other Income	<u>2.05</u>	<u>4,618.86</u>	<u>9,183.34</u>	<u>50.3%</u>	<u>11,000.00</u>
Total Income	<u>77,602.13</u>	<u>1,020,541.96</u>	<u>1,212,373.34</u>	<u>84.18%</u>	<u>1,582,475.00</u>
Gross Profit	77,602.13	1,020,541.96	1,212,373.34	84.18%	1,582,475.00
Expense					
MEDIA & WEBSITE					
Advertising/ Media					
5130 · Print & Online Advertising					
5120 · Digital & Broadcast	15,196.46	178,188.09	111,000.00	160.53%	133,200.00
5290 · E-Marketing	1,372.00	21,243.88	26,500.00	80.17%	31,800.00
5200 · Print & Direct Mail	2,500.00	55,718.75	89,149.30	62.5%	105,593.00
Total 5130 · Print & Online Advertising	<u>19,068.46</u>	<u>255,150.72</u>	<u>226,649.30</u>	<u>112.58%</u>	<u>270,593.00</u>
5150 · Ad Development/Design	468.75	4,781.25	5,000.00	95.63%	6,000.00
5165 · AdverGame Development	0.00	12,000.00	12,000.00	100.0%	12,000.00
5170 · Photography	0.00	0.00	8,333.30	0.0%	10,000.00
5240 · Research & Development	0.00	35,660.54	29,166.68	122.27%	35,000.00
5110 · Video Development	0.00	20,762.31	18,301.30	113.45%	20,000.00
5015 · Surplus	0.00	14,390.09	38,705.00	37.18%	46,457.00
Total Advertising/ Media	<u>19,537.21</u>	<u>342,744.91</u>	<u>338,155.58</u>	<u>101.36%</u>	<u>400,050.00</u>
Public Relations					
5510 · Public Relations Contract	6,366.00	89,618.89	93,320.00	96.03%	109,000.00
5520 · Marketing Agency Contract	25,000.00	75,000.00	71,428.00	105.0%	100,000.00
5650 · Marketing & Comm. Coordinator	5,000.00	50,000.00	50,000.00	100.0%	60,000.00
5530 · In-Market PR Stunts	0.00	1,770.25	4,166.66	42.49%	5,000.00
5560 · Media Events	0.00	904.96	2,083.30	43.44%	2,500.00
5610 · Travel -PR Related	737.14	8,003.08	8,333.30	96.04%	10,000.00
5550 · Visiting Media FAM Expenses	3,393.83	10,233.91	8,333.30	122.81%	10,000.00
Total Public Relations	<u>40,496.97</u>	<u>235,531.09</u>	<u>237,664.56</u>	<u>99.1%</u>	<u>296,500.00</u>

Mendocino County Tourism Commission, Inc.
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 April 2017

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Website Maint / Development					
5710 · Interactive Media Coordinator	1,375.00	21,160.00	30,000.00	70.53%	36,000.00
5730 · Interactive Marketing	0.00	247.29	10,000.00	2.47%	12,000.00
5750 · Development/ Maintenance	690.00	10,142.67	20,833.33	48.69%	25,000.00
Total Website Maint / Development	2,065.00	31,549.96	60,833.33	51.86%	73,000.00
Leisure/ Group Sales					
5810 · Promotion Items, Booth Develop	0.00	3,960.67	4,166.70	95.06%	5,000.00
5820 · Consumer & Trade Shows	0.00	13,122.09	12,000.00	109.35%	12,000.00
5840 · State Fair Exhibit	0.00	5,117.55	4,166.70	122.82%	5,000.00
5870 · Shipping - Travel Shows	0.00	983.94	2,500.00	39.36%	3,000.00
5885 · Travel - Group FAMs	1,045.58	3,366.07	6,666.70	50.49%	8,000.00
5880 · Travel - Leisure/Group Sales	294.68	7,190.49	8,333.30	86.29%	10,000.00
5890 · Misc. Sales Opportunities	0.00	807.64	1,666.70	48.46%	2,000.00
Total Leisure/ Group Sales	1,340.26	34,548.45	39,500.10	87.46%	45,000.00
Total MEDIA & WEBSITE	63,439.44	644,374.41	676,153.57	95.3%	814,550.00
VISITOR SERVICES/PARTNERSHIPS					
Visitor Svs/Fulfillment					
6220 · Event & Festival Guides	115.84	12,420.09	14,000.00	88.72%	16,000.00
6040 · In-County Guides	0.00	3,628.03	12,500.00	29.02%	15,000.00
6210 · Event Partnership Funding	2,500.00	10,685.00	13,500.00	79.15%	25,000.00
6530 · Incentives & Sponsorships	250.00	22,064.03	22,500.00	98.06%	25,000.00
6170 · Signage - Gateway, Kiosks	400.00	465.18	6,666.70	6.98%	8,000.00
6190 · Visitor Center/ Info Support	0.00	6,145.00	5,000.00	122.9%	6,000.00
Retail Store	24.95	935.98	8,333.32	11.23%	10,000.00
Total Visitor Svs/Fulfillment	3,290.79	56,343.31	82,500.02	68.3%	105,000.00
Partnerships					
6550 · Conferences & Seminars	132.68	6,054.29	4,280.00	141.46%	5,000.00
6620 · In-County Relations	178.04	671.41	833.30	80.57%	1,000.00
6520 · Memberships	0.00	5,894.48	6,420.00	91.81%	7,000.00
6510 · North Coast Tourism Council	0.00	5,000.00	4,500.00	111.11%	4,500.00
Total Partnerships	310.72	17,620.18	16,033.30	109.9%	17,500.00
Total VISITOR SERVICES/PARTNERSHIPS	3,601.51	73,963.49	98,533.32	75.06%	122,500.00
ADMIN EXPENSES					
Occupancy Costs					
7250 · Rent	1,850.00	18,400.00	18,400.00	100.0%	22,100.00
7120 · Insurance	610.08	1,680.08	3,000.00	56.0%	3,000.00
7260 · Repairs & Maintenance	111.82	2,155.60	4,000.00	53.89%	5,000.00
7270 · Taxes	0.00	72.25	75.00	96.33%	75.00
7310 · Telecommunication	477.89	7,120.97	7,150.00	99.59%	8,150.00
7350 · Utilities	675.38	6,803.75	6,750.00	100.8%	8,100.00
Total Occupancy Costs	3,725.17	36,232.65	39,375.00	92.02%	46,425.00

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General Admin					
7010 · Accounting	759.50	17,045.25	17,080.00	99.8%	18,300.00
7060 · Bank Fees	0.00	235.56	350.00	67.3%	370.00
5250 · Board Development	0.00	0.00	0.00	0.0%	3,500.00
7090 · Copying & Printing	139.12	3,142.61	3,100.00	101.38%	3,500.00
7030 · Legal Fees	0.00	390.00	3,165.00	12.32%	4,000.00
7140 · Licenses & Permits	0.00	62.00	70.00	88.57%	95.00
7150 · Meeting Expenses	803.79	4,230.81	4,400.00	96.16%	4,600.00
7200 · Office Expense	743.31	11,264.83	12,000.00	93.87%	15,000.00
7210 · Postage & Shipping	548.34	19,801.35	19,002.00	104.21%	19,952.00
7280 · Travel Expenses	161.74	8,591.28	11,200.00	76.71%	13,450.00
Total General Admin	<u>3,155.80</u>	<u>64,763.69</u>	<u>70,367.00</u>	<u>92.04%</u>	<u>82,767.00</u>
Total ADMIN EXPENSES	<u>6,880.97</u>	<u>100,996.34</u>	<u>109,742.00</u>	<u>92.03%</u>	<u>129,192.00</u>
Personnel					
8510 · Salaries & Wages	15,311.50	177,429.04	231,250.00	76.73%	277,500.00
8520 · Paid Time Off	1,714.02	8,669.68			
8530 · Payroll Taxes	2,584.32	23,119.66	23,600.00	97.97%	29,246.00
8540 · Payroll Processing Fees	14.00	694.50	718.00	96.73%	754.00
8550 · Workers Comp	340.00	1,998.00	2,807.00	71.18%	2,975.00
8570 · Health Insurance	1,761.76	15,138.20	17,346.00	87.27%	20,880.00
8580 · Other Employee Benefits	0.00	0.00	3,300.00	0.0%	3,300.00
8590 · Contract Work	4,284.00	19,080.00	19,500.00	97.85%	27,900.00
7415 · Employee Recruitment	0.00	22,388.80	23,334.00	95.95%	23,334.00
Total Personnel	<u>26,009.60</u>	<u>268,517.88</u>	<u>321,855.00</u>	<u>83.43%</u>	<u>385,889.00</u>
Total Expense	<u>99,931.52</u>	<u>1,087,852.12</u>	<u>1,206,283.89</u>	<u>90.18%</u>	<u>1,452,131.00</u>
Net Ordinary Income	<u>-22,329.39</u>	<u>-67,310.16</u>	<u>6,089.45</u>	<u>-1,105.36%</u>	<u>130,344.00</u>
Other Income/Expense					
Other Expense					
9870 · Reserve/Contingency Account	0.00	0.00	0.00	0.0%	130,344.00
Total Other Expense	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>	<u>130,344.00</u>
Net Other Income	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>	<u>-130,344.00</u>
Net Income	<u>-22,329.39</u>	<u>-67,310.16</u>	<u>6,089.45</u>	<u>-1,105.36%</u>	<u>0.00</u>

Mendocino County Tourism Commission, Inc.
Balance Sheet Prev Year Comparison
As of April 30, 2017

05/23/2017
Accrual Basis

	Apr 30, 17	Apr 30, 16	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
1015 · MLCU Checking	184,043.07	254,889.09	-70,846.02	-27.8%
1020 · MLCU Savings	130,443.09	100,030.34	30,412.75	30.4%
1025 · MLCU Savings #2	0.00	100,002.19	-100,002.19	-100.0%
1010 · Savings Bank checking	0.00	38,745.22	-38,745.22	-100.0%
1030 · Cash drawer	100.00	100.00	0.00	0.0%
Total Checking/Savings	314,586.16	493,766.84	-179,180.68	-36.29%
Accounts Receivable				
1100 · Accounts Receivable	222,135.16	-16,228.96	238,364.12	1,468.76%
Total Accounts Receivable	222,135.16	-16,228.96	238,364.12	1,468.76%
Other Current Assets				
1230 · Prepaid Expenses	12,363.64	1,020.00	11,343.64	1,112.12%
1250 · Refundable Deposits	2,350.00	2,350.00	0.00	0.0%
1270 · Receivable Other	0.00	355.15	-355.15	-100.0%
Total Other Current Assets	14,713.64	3,725.15	10,988.49	294.98%
Total Current Assets	551,434.96	481,263.03	70,171.93	14.58%
Fixed Assets				
1510 · Furniture and Equipment	46,385.00	46,385.00	0.00	0.0%
1600 · Accumulated Depreciation	-46,385.00	-46,350.00	-35.00	-0.08%
Total Fixed Assets	0.00	35.00	-35.00	-100.0%
Other Assets				
1700 · Website Development	70,000.00	70,000.00	0.00	0.0%
1750 · Accumulated Amortization	-70,000.00	-14,000.00	-56,000.00	-400.0%
Total Other Assets	0.00	56,000.00	-56,000.00	-100.0%
TOTAL ASSETS	551,434.96	537,298.03	14,136.93	2.63%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 · Accounts Payable	30,587.73	30,685.98	-98.25	-0.32%
Total Accounts Payable	30,587.73	30,685.98	-98.25	-0.32%

Mendocino County Tourism Commission, Inc.
Balance Sheet Prev Year Comparison
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Other Current Liabilities				
Payroll Liabilities				
2210 · Federal Payroll Tax Payable	0.00	3,991.52	-3,991.52	-100.0%
2220 · State Payroll Tax Payable	0.00	668.69	-668.69	-100.0%
2230 · SUI & ETT Payable	152.09	179.18	-27.09	-15.12%
2240 · FUTA Payable	16.01	530.86	-514.85	-96.98%
2270 · Accrued Payroll	10,016.09	0.00	10,016.09	100.0%
2275 · Accrued PTO	4,123.17	0.00	4,123.17	100.0%
Total Payroll Liabilities	14,307.36	5,370.25	8,937.11	166.42%
2800 · Sales Tx Payable	171.20	284.90	-113.70	-39.91%
Total Other Current Liabilities	14,478.56	5,655.15	8,823.41	156.02%
Total Current Liabilities	45,066.29	36,341.13	8,725.16	24.01%
Total Liabilities	45,066.29	36,341.13	8,725.16	24.01%
Equity				
3100 · Contingency-Unrestricted	130,344.00	333,270.62	-202,926.62	-60.89%
3900 · Unrestricted Net Assets (RE)	443,334.83	127,474.52	315,860.31	247.78%
Net Income	-67,310.16	40,211.76	-107,521.92	-267.39%
Total Equity	506,368.67	500,956.90	5,411.77	1.08%
TOTAL LIABILITIES & EQUITY	551,434.96	537,298.03	14,136.93	2.63%

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Ordinary Income/Expense				
Income				
4030 · County BID	66,666.67	53,540.00	13,126.67	24.52%
4031 · County BID adjustments	-22,399.92	0.00	-22,399.92	-100.0%
4035 · County 50% Match	33,333.33	29,166.67	4,166.66	14.29%
Other Income				
4950 · Interest Income	2.05	3.05	-1.00	-32.79%
4850 · Retail Sales	0.00	405.66	-405.66	-100.0%
Total Other Income	2.05	408.71	-406.66	-99.5%
Total Income	77,602.13	83,115.38	-5,513.25	-6.63%
Gross Profit	77,602.13	83,115.38	-5,513.25	-6.63%
Expense				
MEDIA & WEBSITE				
Advertising/ Media				
5010 · Media Plan Management	0.00	20,226.75	-20,226.75	-100.0%
5130 · Print & Online Advertising				
5120 · Digital & Broadcast	15,196.46	0.00	15,196.46	100.0%
5290 · E-Marketing	1,372.00	339.00	1,033.00	304.72%
5200 · Print & Direct Mail	2,500.00	0.00	2,500.00	100.0%
Total 5130 · Print & Online Advertising	19,068.46	339.00	18,729.46	5,524.91%
5150 · Ad Development/Design	468.75	0.00	468.75	100.0%
5030 · Co-op Advertising	0.00	551.67	-551.67	-100.0%
5170 · Photography	0.00	1,518.02	-1,518.02	-100.0%
Total Advertising/ Media	19,537.21	22,635.44	-3,098.23	-13.69%
Public Relations				
5510 · Public Relations Contract	6,366.00	8,367.00	-2,001.00	-23.92%
5520 · Marketing Agency Contract	25,000.00	0.00	25,000.00	100.0%
5650 · Marketing & Comm. Coordinator	5,000.00	5,000.00	0.00	0.0%
5530 · In-Market PR Stunts	0.00	2,500.00	-2,500.00	-100.0%
5610 · Travel -PR Related	737.14	400.40	336.74	84.1%
5550 · Visiting Media FAM Expenses	3,393.83	1,770.09	1,623.74	91.73%
5660 · Clipping Service	0.00	518.42	-518.42	-100.0%
Total Public Relations	40,496.97	18,555.91	21,941.06	118.24%
Website Maint / Development				
5710 · Interactive Media Coordinator	1,375.00	3,000.00	-1,625.00	-54.17%
5730 · Interactive Marketing	0.00	402.59	-402.59	-100.0%
5750 · Development/ Maintenance	690.00	1,268.00	-578.00	-45.58%
Total Website Maint / Development	2,065.00	4,670.59	-2,605.59	-55.79%

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Leisure/ Group Sales				
5810 · Promotion Items, Booth Develop	0.00	111.23	-111.23	-100.0%
5820 · Consumer & Trade Shows	0.00	1,637.28	-1,637.28	-100.0%
5840 · State Fair Exhibit	0.00	1,000.00	-1,000.00	-100.0%
5885 · Travel - Group FAMs	1,045.58	0.00	1,045.58	100.0%
5880 · Travel - Leisure/Group Sales	294.68	0.00	294.68	100.0%
5890 · Misc. Sales Opportunities	0.00	1,257.26	-1,257.26	-100.0%
Total Leisure/ Group Sales	1,340.26	4,005.77	-2,665.51	-66.54%
Total MEDIA & WEBSITE	63,439.44	49,867.71	13,571.73	27.22%
VISITOR SERVICES/PARTNERSHIPS				
Visitor Svs/Fulfillment				
6220 · Event & Festival Guides	115.84	64.82	51.02	78.71%
6040 · In-County Guides	0.00	2,995.00	-2,995.00	-100.0%
6210 · Event Partnership Funding	2,500.00	87.81	2,412.19	2,747.06%
6530 · Incentives & Sponsorships	250.00	1,200.00	-950.00	-79.17%
6010 · Visitor Guide & Distribution	0.00	564.01	-564.01	-100.0%
6170 · Signage - Gateway, Kiosks	400.00	0.00	400.00	100.0%
Retail Store	24.95	1,321.86	-1,296.91	-98.11%
Total Visitor Svs/Fulfillment	3,290.79	6,233.50	-2,942.71	-47.21%
Partnerships				
6550 · Conferences & Seminars	132.68	113.40	19.28	17.0%
6620 · In-County Relations	178.04	719.05	-541.01	-75.24%
6520 · Memberships	0.00	1,299.00	-1,299.00	-100.0%
6510 · North Coast Tourism Council	0.00	11.34	-11.34	-100.0%
6570 · Travel-Partnership Related	0.00	1,169.63	-1,169.63	-100.0%
Total Partnerships	310.72	3,312.42	-3,001.70	-90.62%
Total VISITOR SERVICES/PARTNERSHIPS	3,601.51	9,545.92	-5,944.41	-62.27%
ADMIN EXPENSES				
Occupancy Costs				
7250 · Rent	1,850.00	1,800.00	50.00	2.78%
7120 · Insurance	610.08	-545.00	1,155.08	211.94%
7260 · Repairs & Maintenance	111.82	11.00	100.82	916.55%
7310 · Telecommunication	477.89	1,439.27	-961.38	-66.8%
7350 · Utilities	675.38	433.26	242.12	55.88%
Total Occupancy Costs	3,725.17	3,138.53	586.64	18.69%

Mendocino County Tourism Commission, Inc.
Profit & Loss Prev Year Comparison
 April 2017

05/23/2017
 Accrual Basis

	Apr 17	Apr 16	\$ Change	% Change
General Admin				
7010 · Accounting	759.50	0.00	759.50	100.0%
7090 · Copying & Printing	139.12	0.00	139.12	100.0%
7202 · Bookkeeping	0.00	570.50	-570.50	-100.0%
7150 · Meeting Expenses	803.79	187.01	616.78	329.81%
7200 · Office Expense	743.31	745.39	-2.08	-0.28%
7210 · Postage & Shipping	548.34	62.56	485.78	776.5%
7280 · Travel Expenses	161.74	563.68	-401.94	-71.31%
Total General Admin	3,155.80	2,129.14	1,026.66	48.22%
Total ADMIN EXPENSES	6,880.97	5,267.67	1,613.30	30.63%
MCLA Admin Expenses				
8180 · Travel - MCLA	0.00	25.00	-25.00	-100.0%
Total MCLA Admin Expenses	0.00	25.00	-25.00	-100.0%
Personnel				
8510 · Salaries & Wages	15,311.50	14,319.50	992.00	6.93%
8520 · Paid Time Off	1,714.02	599.00	1,115.02	186.15%
8530 · Payroll Taxes	2,584.32	1,337.78	1,246.54	93.18%
8540 · Payroll Processing Fees	14.00	15.75	-1.75	-11.11%
8550 · Workers Comp	340.00	0.00	340.00	100.0%
8570 · Health Insurance	1,761.76	948.00	813.76	85.84%
8590 · Contract Work	4,284.00	10,542.00	-6,258.00	-59.36%
7415 · Employee Recruitment	0.00	8,333.00	-8,333.00	-100.0%
Total Personnel	26,009.60	36,095.03	-10,085.43	-27.94%
Total Expense	99,931.52	100,801.33	-869.81	-0.86%
Net Ordinary Income	-22,329.39	-17,685.95	-4,643.44	-26.26%
Net Income	-22,329.39	-17,685.95	-4,643.44	-26.26%