



Calistoga Chamber
of Commerce

BOARD Meeting AGENDA
March 22, 2016
Calistoga Spa Hot Springs Resort
12:00pm – 1:30pm

Mission statement: The Calistoga Chamber of Commerce is an association of business people advocating Calistoga as a premier Napa Valley destination in advancement of a strong local economy.

Call meeting to order:

Consent Items:

- Action Summary February 16, 2016
- Financials February 2016

Action Items:

- Receive scholarship criteria modifications suggested by scholarship sub-committee
- Establish BOD election nominating committee
- Review Executive Director online evaluation materials (due at April BOD meeting)

Committee Reports:

- N/A

Executive Director's Report:

- Present Winter in the Wineries P&L
- Update on staffing and open positions
- Update "Harvest Table" trade mark matter (forward progress)
- Employee Shuttle Program update

Announcements:

- Chamber Mixer- Apr. 14th @ 5:30 to 7:00 PM @ The Bergson
- Calistoga Food & Wine Weekend- Apr. 22nd~24th



Board Meeting Action Summary

February 16, 2016 @ 12:00 PM ~ Calistoga Spa Hot Springs

BOD Attendees: Aphrodite Caserta, Sharon Carone, Debbie Greene, Leonard LaBranche, Mike Lennon, Carlene Moore*, Stephen Patel, Nancy Putney-Abernathy, Clive Richardson, Michael Swanton

Absent: Daniel Kaiser, Shane Pavitt

Staff: Chris Canning

Guest(s): Tenae Stewart

Meeting Called to Order: 12:03 PM by M. Lennon

Consent Items:

- Action Summary January 19, 2016
 - Motioned: Moore Seconded: Carone Passed: 9-0-0
- Financials January 2016
 - Motioned: Swanton Seconded: Richardson Passed: 10-0-0

Action Items:

- Agreed to support Calistoga American Legion request to encourage local businesses to offer paid day off for Veterans on Veteran's Day if they are scheduled to work.
 - Chamber will "encourage" via Chamber eblast, messaging through mixers, and press releases.
 - Motioned: LaBranche Seconded: Carone Passed: 10-0-0
- Approved participation in the execution of the City's new downtown "way-finding" (signage) program.
 - Chamber will apply for funding from TID (approx. \$25,000) and assist in the management of the program as outlined in City's responsibilities document.
 - Motioned: Moore Seconded: Richardson Passed: 10-0-0
- Reviewed new members list for first 6 months of this fiscal year (12 new members).
- Established Scholarship Criteria review and scholarship review committee.
 - Committee members: S. Carone, D. Greene, S. Pavitt, C. Richardson
 - Criteria modifications will be presented by this committee to BOD at March meeting.
- Approved utilization of online survey tool (i.e. Survey Monkey) to complete and tabulate Executive Director evaluation
 - Evaluations will be initiated at the March BOD meeting.
 - Motioned: Moore Seconded: Putney Passed: 10-0-0

Executive Director's Report:

- Reviewed Winter in the Wineries passport program results YTD
 - Program has been very successful with revenues and projected net results double budgeted projections.
 - Final reconciliations will be completed in February. Official program P&L presented at March BOD meeting.
- Confirmed that Harvest Table 2016 will not be impacted by Berry Street bridge construction (delayed).
- "Harvest Table" trademark infringement issue delayed by Charlie Palmer group (Harvest Table Restaurant, St. Helena.)
 - Chamber attorney will make one more attempt before taking next legal action.
- Informed BOD that Ragnar Relay will no longer finish in Calistoga as result of County BOS ruling on use of County roads. This will have a significant impact to Chamber revenues from event day sales as well as business impact within community.
- Establishment of Calistoga TID non-profit status almost complete as required by the Chamber BOD.

Next BOD Meeting: **March 15, 2016 @ Calistoga Spa Hot Springs**

Meeting adjourned at – 1:01 PM

Action Items submitted by Chris Canning

Notes taken by Chris Canning

*: Indicates late arrival or early departure impacting vote count variances



**Calistoga Chamber of Commerce
Executive Summary
February 2016**

Summary of Cash Flow:

<i>Cash as of 02/01/16:</i>	200,443.77
Net Income or (Loss) from P&L:	8,268.34
Accounts Receivable change (increase) or decrease:	10,800.00
Undeposited Funds (increase) or decrease:	0.00
Accounts Payable increase or (decrease):	6,958.33
Deferred Revenue increase or (decrease):	0.00
Accrued Payroll increase or (decrease):	(793.60)
Office Equipment Asset - computer (increase) or decrease:	0.00
Petty Cash (increase) or decrease:	0.00
Prepaid Expenses (increase) or decrease	999.98
Loan Payable increase or (decrease):	0.00
Amortization and depreciation (non cash expense):	<u>67.00</u>
<i>Cash as of 02/29/16</i>	226,743.82 ¹

P&L vs. Budget:

Current Month	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Income	56,014.59	47,260.42	8,754.17 ²
COGS & Expenses	<u>47,746.25</u>	<u>47,105.00</u>	641.25 ³
Net Income	8,268.34	155.42	8,112.92
Less Valley Fire Relief Fund	<u>752.00</u>		
Actual Net Income	7,516.34	155.42	7,360.92
YTD			
Total Income	625,211.84	527,833.36	97,378.48 ⁴
COGS & Expenses	<u>547,587.33</u>	<u>538,772.00</u>	8,815.33 ⁵
Net Income	77,624.51	(10,938.64)	88,563.15
Less YTD Valley Fire Relief Fund	<u>4,329.95</u>		
Actual YTD Net Income	73,294.56	(10,938.64)	84,233.20
Projected Next Month			
Total Income		48,260.42	
COGS & Expenses		<u>43,355.00</u>	
Net Income		4,905.42	

Winter in the Wineries

YTD Total Income	78,000.00	47,000.00	31,000.00
Total COGS & Expenses	<u>26,870.44</u>	<u>23,000.00</u>	3,870.44
Net Income	51,129.56	24,000.00	27,129.56

YTD Total Revenues, Total Expenses, Net Income:

	<u>YTD Revenue</u>	<u>YTD Expenses</u>	<u>YTD Net Income</u>
City Contracted	252,083.36	248,449.32	3,634.04
Chamber Operations	164,977.36	141,419.50	23,557.86
Valley Fire Relief Fund	89,329.95	85,000.00	4,329.95
Chamber Fundraisers	<u>118,821.17</u>	<u>72,718.51</u>	46,102.66
Totals	625,211.84	547,587.33	77,624.51

Receivables:

Uncollected Membership Dues increase or (decre)	639.00
Non-membership A/R > 90 days	2,500.00
Non-membership A/R increase or (decrease):	(10,800.00)

Payables:

	<u>Previous Month</u>	<u>Current Month</u>	<u>Difference</u>
A/P balance	6,018.63	12,976.96	6,958.33
A/P over 30 days	0.00	0.00	0.00

Notes:

- ¹ Valley Fire Relief Fund checking balance \$4,329.95 as of 02/29/16
- ² Advertising Income over \$2,400; Donations Income over \$752 (Fire); Membership Income over \$318; Retail Sales Income under \$132; Sponsorship Income over \$3,161 (Holiday Village grant \$5,411); Ticket Sales Income over \$5,245; Visitors Guide Income over \$1,810
- ³ COGS under \$650; Expenses over \$1,291
- ⁴ YTD Advertising Income over \$10,389; YTD Donations Income over \$92,281 (Fire); YTD Membership Income over \$17,187; YTD Participation Income under \$490; YTD Retail Sales Income under \$12,380; YTD Sponsorship Income under \$42,103; YTD Ticket Sales Income over \$30,800; YTD Visitors Guide Income over \$1,692
- ⁵ YTD COGS under \$31,427 (HT under \$23,885, TP under \$8,681); YTD Expenses under \$44,758 after removing Fire Fund donation of \$85,000 (Marketing under \$46,229, Payroll Expenses under \$8,595)



Calistoga Chamber of Commerce Scholarship Criteria and Weighting 2015

The scholarship criteria review committee has recommended and the Board of Directors has approved the use of the following criteria to be utilized when reviewing applicants for the Chamber scholarships

Calistoga Resident Status:

Weight: 0%

Applicants must reside within the 94515 postal zone. They do not need to reside within the city limits. Additionally, applicants are not required to attend Calistoga High School.

GPA Requirement:

Weight: 0%

A base GPA of at least 3.0 will be required as a qualifier for an applicant to be considered. However, GPA will not be weighted in the decision process.

Personal Statement (Essay):

Weight: 45%

A personal statement must be included within the application in order to be considered. This gives the applicant the opportunity to share their background, interests, future plans, and financial need or other special circumstances for consideration.

Community Service (beyond graduation requirement):

Weight: 45%

The importance of being involved within the school and community beyond the class room is considered very important. Exceptions can be accommodated in situations where the applicant is unable to participate in such activities as a result of physical or financial constraints.

Work Experience:

Weight: 10%

The importance of developing a work ethic along with the recognition of the qualities and skillsets that work can instill upon a person make this a criteria worthy of consideration. Exceptions can be accommodated in situations where the applicant is unable to as a result of physical constraints.

Process Notes:

ARTICLE 7
VOTING

- 7.1 NOMINATING COMMITTEE. At the regular March Board meeting each year the Chairperson shall present for approval a Nominating Committee, which shall consist of three to five members. The committee Chairperson shall be an advisory, non-voting member of the Nominating Committee. The membership shall be noticed of the available board positions. At the regular April meeting of the Board, the Nominating Committee shall present to the Board, for approval or modification by majority vote, a slate of qualified nominees for voting membership on the Board.
- 7.2 ELECTION OF DIRECTORS. Election of the Directors shall be by a vote from the membership. Nominees shall be placed on ballots that will be mailed to the last address of record for each member, ballots to be returned no later than five (5) days prior to the May Board meeting. The Chairperson shall appoint at least one (1) voting board member who is not running for his or her next term, and two (2) members not on the board of directors to validate the count of the ballots. All ballots timely returned shall be counted and the candidates receiving the greatest number of votes, up to the number of candidates needed to fill the open directorships, shall be announced, and shall be deemed elected. In case of a tie vote, the incumbent Board shall determine the issue.
- 7.4 SEATING OF NEW DIRECTORS. All newly elected Directors shall be seated at the following meeting of the Board and shall be participating members of the Board thereafter, with voting rights beginning on the next succeeding July 1st.
- 7.5 REMOVAL OF A DIRECTOR. An elected Director may be removed from a directorship if, such Director has demonstrated a lack of attendance on the Board by missing three non-excused consecutive meetings or a total of five board meetings in one year
- 7.6 VACANCIES. In the event of a vacancy created by the removal, resignation or inability to serve of any elected Director, the Chairperson may fill the vacated directorship with ratification from the executive committee, with a person who meets the qualifications for Directors set forth in the previous section continuing until the expiration of vacated term.

ARTICLE 8
BOARD MEETINGS

- 8.1 BOARD MEETINGS. The Board shall meet not less than ten times per year, and the Chairperson may call additional meetings as needed. Board meeting may be called by the Chairperson or by members of the Board upon written application to the Chairperson of three (3) members of the Board.
- 8.2 NOTICE. Notice (which shall include a general description of the business to be conducted at the meeting) shall be given to each Director at least forty eight hours prior to said meeting. Said meetings shall be regularly scheduled at a preannounced time and place, which so far as possible is standard throughout any given year. Further, said meetings shall be, open to the membership.

Process and Timeline for Executive Director's Evaluation 2016

March:

- The Executive Director distributes the evaluation package to the Chamber Board members on March 15th (BOD mtg.).
- The Board members complete their individual evaluations online and submit them to the Board Chair via Survey Monkey no later than April 8th.
- The Board Chair or designee compiles the individual evaluations into one document.

April:

- The Board Chair distributes the compiled results to each board member via email for review by April 15th.
- In closed session on April 19th the Board discusses all members' ratings and reaches a consensus for a composite evaluation in each performance area outlined in the job description/evaluation criteria. The Board Chair or designees shall then develop a single evaluation representing the consensus of all the members of the Board.
- A copy of the consensus evaluation document is submitted to the Executive Director and the Board members by April 30th.

May:

- In closed session on May 17th the Board and the Executive Director meet to discuss and/or modify the annual evaluation.
- The Board and Executive Director sign the final evaluation summary, which is placed into the Executive Director's personnel file.
- The Board determines any compensation adjustments to be proposed in the Executive Director's employment agreement for the following fiscal year.

Revised March 2016



Executive Director Evaluation 2016

Personal Performance Factors:

1. ANALYSIS – Critical problem examination, leading to identification of components and their relationships; developing solutions for critical issues

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

2. COOPERATION – Working effectively with others to achieve common goals – board of directors, volunteers, staff, other organizations and the community

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

3. CREATIVITY – Improvement of the organization by exploring new ideas; seeks additional knowledge, skills and advancement opportunities

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

4. COMMUNICATION – Oral and written presentation of ideas, both within and outside the organization; understands and follows established policy

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

DRAFT

5. ANALYSIS – Critical problem examination, leading to identification of components and their relationships; developing solutions for critical issues

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

6. JUDGMENT – Formation of sound evaluations by careful study of available facts and options and minimizing personal bias in decision making

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

7. RELIABILITY AND EFFECTIVENESS – Consistently delivers results, dependable; instills confidence in others

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

8. Comments for this Section

DRAFT

Executive Director Evaluation 2016

Professional Attributes:

9. ORGANIZATIONAL UNDERSTANDING – Breadth of knowledge of the organization’s mission and objectives; understanding of the fundamentals required for organizational effectiveness

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

DRAFT

10. PLANNING – Balanced development of long-term strategic objectives, annual budgeting and forecasting and staying ahead of day-to-day activities

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

11. CREATIVITY – Improvement of the organization by exploring new ideas; seeks additional knowledge, skills and advancement opportunities

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

12. COMMUNITY IMAGE – Consistent positioning as a respected community leader; effective interface with business executive and other civic leaders and development of the organization’s brand image

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

13. FINANCIAL MANAGEMENT – Thorough grounding in asset management and financial responsibility; prudent judgment on financial matters

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

DRAFT

14. COMMUNITY NEEDS ASSESMENT – Thoughtful analysis of community needs and sensitivity to effective allocation of grants and community programs

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

15. LEADERSHIP – Effectively motivates the action of others – staff, board, volunteers and others; focuses on the future of the organization

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

16. Comments for this Section

DRAFT



Executive Director Evaluation 2016

Supervisory Performance:

17. ORGANIZATION – Establishes staff goals, assigns priorities, details actions, creates time schedules and follows through to successfully achieve goals and responsibilities for the work unit

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

DRAFT

18. LEADERSHIP – Leads by example

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

19. RESOURCEFULNESS – Effectively controls costs and manages resources to bring about effective utilization of money, technology, human resources and time

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

20. FOCUS ON DIVERSITY – Implements positive actions to assure compliance with policies and practices relative to employee diversity issues

- Outstanding
- Expectable
- Acceptable
- Unacceptable
- Not Applicable

21. Comments for this Section

DRAFT

Executive Director Evaluation 2016

Overall Evaluation

22. Please identify areas of consistent high performance:

23. Please identify areas for further development or professional improvement:

DRAFT

2015-16 Executive Director Goals & Objectives (proposed)

- Maintain financial stability while growing reserve to meet 25% of annual operating budget
 - Current operating budget: \$627,592
 - 25% Goal: \$156,898 (current reserve: \$128,038)

- Continue to grow the membership base while maintaining minimum retention rate of 85%
 - Current membership: 330
 - Current retention rate: 92%

- Development of more informational / educational programming for small businesses
 - Minimum of 4 per year

- Improve communication of advocacy endeavors embarked upon by the Chamber
 - Include in monthly Director's Report

- Maintain and increase collaborations with other destination marketing organizations
 - Current strength: Visit Napa Valley / Destination Council
 - Opportunities: Visit California & St. Helena

5:04 PM
03/17/16
Accrual Basis

Calistoga Chamber of Commerce
Profit & Loss - WIW
July 1, 2015 through March 17, 2016

	<u>Jul 1, '15 - Mar 17, 16</u>
Ordinary Income/Expense	
Income	
40000 · Income	
40700 · Income - Participation	7,200.00
41000 · Income - Ticket Sales	79,215.00
Total 40000 · Income	<u>86,415.00</u>
Total Income	86,415.00
Cost of Goods Sold	
50000 · Cost of Goods Sold	
50300 · COGS - Event Production	14,227.50
Total 50000 · Cost of Goods Sold	<u>14,227.50</u>
Total COGS	<u>14,227.50</u>
Gross Profit	72,187.50
Expense	
60000 · Expenses	
60200 · Automobile / Mileage	31.63
61600 · Marketing / Advertising	
61625 · Creative Services	6,765.61
61630 · Internet Marketing	1,911.80
61660 · Print Media	3,778.90
Total 61600 · Marketing / Advertising	<u>12,456.31</u>
63000 · Other Expenses	155.00
Total 60000 · Expenses	<u>12,642.94</u>
Total Expense	<u>12,642.94</u>
Net Ordinary Income	<u>59,544.56</u>
Net Income	<u><u>59,544.56</u></u>

