



Calistoga Chamber
of Commerce

BOARD Meeting AGENDA
May 16, 2017
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 April 18, 2017
- Financials April 2017

Action Items:

- Update from Chairperson on City agreement renewal discussions
- Receive and Ratify 2017 BOD Election Results
- Discuss and validate assumptions fiscal 2017-18 budget prep.
 - Final budget to be presented at June BOD meeting for review and approval
- Update on Community Awards nominations status and process
- Consideration of maintaining LLC for employee shuttle program

Committee Reports:

- N/A

Executive Director's Report:

- Update on "Harvest Table" trademark matter

Closed Session:

- Present Executive Director with annual evaluation results for discussion

Announcements:

- CANVAS & Calistoga Chamber Appellation Event- May 17th @ 5:30pm to 8:30pm @ Old Faithful Geysers
- Calistoga & St. Helena Joint Chamber Mixer- May 31st (Wed.) 5:00pm to 7:30pm @ Wine Country Inn
- Concerts in the Park Series begins June 15th @ 6:30 PM @ Pioneer Park
- Community Awards & Chamber Induction Luncheon - June 26th @ 11:30 AM @ Calistoga Inn



Board Meeting Action Summary
April 18, 2017 @ 12:00 PM ~ Calistoga Spa Hot Springs

BOD Attendees: Sharon Carone, Aphrodite Caserta*, Pam Ingalls, Daniel Kaiser, Nick Kite, Mike Lennon, Carlene Moore*, Stephen Patel, Nancy Putney-Abernathy, Clive Richardson, Laura Swanton*

Absent: Shane Pavitt

Staff: Chris Canning

Guest(s): Leonard LaBranche

Meeting Called to Order: 12:04 PM by S. Patel

Consent Items:

- Action Summary March 21, 2017
 - Motioned: Lennon Seconded: Carone Passed: 8-0-0
- Financials March 2017
 - Motioned: Swanton Seconded: Ingalls Passed: 10-0-0

Action Items:

- BOD agreed to request increase in destination marketing agreement by \$100,000 for fiscal 2017-18
 - S. Patel will reach out to City Manager to initiate agreement renewal discussions
- Reviewed and approved slate of candidates presented by nominating committee for BOD election
 - Closed nominations at BOD meeting (no further applicants will be accepted)
 - Slate will include: D. Kaiser, L. LaBranche, S. Nayeri, S. Pavitt, E. Umble
 - Motioned: Lennon Seconded: Moore Passed: 11-0-0
- Established 2017 Community Awards nominating committee
 - BOD members: Ingalls, Kaiser, Swanton (cmte. Chair); Members at large: D. Barrett, C. Bush
 - Motioned: Moore Seconded: Carone Passed: 11-0-0
- Approved award recipients presented by scholarship nominating committee
 - Angelica Salomon, Alma Esmeralda Arroyo Cortez, Sabrina Urzua, Elizabeth Pena
 - Motioned: Moore Seconded: Caserta Passed: 11-0-0
- Reviewed balance of year destination marketing fund commitments for PR & Marketing programs/events
 - Currently projecting a balance of \$5,300 which can be utilized as pre-spend for 2017-18

Executive Director's Report:

- Presented request by organizer of "Calistoga Porch Fest" for Chamber support in event production for Oct. 2017
 - BOD not supportive of utilization of Chamber resources (funds or staff) to execute event as it falls outside of destination marketing strategy (off-peak programming)
- Announced co-sponsored mixer with St. Helena Chamber of Commerce tentatively for June 1st

Executive Director's Report:

- BOD discussed Exec. Dir. evaluation and consensus of evaluation to be presented to Exec. Dir. at next BOD meeting.
- Executive Director was not present for this discussion

Next BOD Meeting: **May 16, 2017 @ Calistoga Spa Hot Springs**

Meeting adjourned at – 1:55 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
April 2017**

Summary of Cash Flow:

Cash as of 04/01/17:	225,899.69
Net Income or (Loss) from P&L:	(5,741.32)
Accounts Receivable change (increase) or decrease:	1,443.99
Undeposited Funds (increase) or decrease:	0.00
Accounts Payable increase or (decrease):	(657.50)
Payroll Liabilities Adjustment	0.00
Deferred Revenue increase or (decrease):	0.00
Accrued Payroll increase or (decrease):	0.00
Accrued Expense increase or (decrease):	0.00
Office Equipment Asset (increase) or decrease:	0.00
Petty Cash (increase) or decrease:	0.00
Prepaid Expenses (increase) or decrease	392.32
Amortization and depreciation (non cash expense):	<u>67.00</u>
Cash as of 04/30/17:	221,404.18

P&L vs. Budget:

Current Month	Actual	Budget	Variance
Total Income	32,808.89	39,743.23	(6,934.34) ¹
COGS & Expenses	<u>38,550.21</u>	<u>52,507.00</u>	<u>(13,956.79)</u> ²
Net Income	(5,741.32)	(12,763.77)	7,022.45
YTD			
Total Income	570,182.57	661,683.80	(91,501.23) ³
COGS & Expenses	<u>591,840.67</u>	<u>616,570.00</u>	<u>(24,729.33)</u> ⁴
Net Income	(21,658.10)	45,113.80	(66,771.90)
Projected Next Month			
Total Income		34,293.23	
COGS & Expenses		<u>41,907.00</u>	
Net Income		(7,613.77)	

YTD Total Revenues, Total Expenses, Net Income:

	YTD Revenue	YTD Expenses	YTD Net Income
City Contracted	315,099.50	296,159.96	18,939.54
Chamber Operations	113,338.67	196,389.87	(83,051.20) ⁵
Chamber Fundraisers	<u>141,744.40</u>	<u>99,290.84</u>	<u>42,453.56</u>
Totals	570,182.57	591,840.67	(21,658.10)

Receivables:

Uncollected Membership Dues increase or (decrease)	(696.00)
Non-membership A/R > 90 days	300.00
Non-membership A/R increase or (decrease):	(1,033.32)

Payables:

	Previous Month	Current Month	Difference
A/P balance	2,108.78	1,451.28	(657.50)
A/P over 30 days	0.00	0.00	0.00

Notes:

- ¹ Advertising Income under \$198; Membership Income under \$717; Retail Sales Income under \$436; Sponsorship Income under \$500; Visitors Guide Income under \$5,000
- ² COGS under \$344; Expenses under \$13,612 (Accounting under \$1,500; Marketing under \$8,827; Taxes under \$3,000)
- ³ YTD Advertising Income under \$12,748; YTD Donations Income under \$6,802; YTD Membership Income under \$18,062; YTD Participation Income over \$5,570; YTD Retail Sales Income under \$26,530 (Ragnar under \$17K); YTD Sponsorship Income over \$3,084; YTD Ticket Sales Income under \$3,725; YTD Visitors Guide Income under \$31,605
- ⁴ YTD COGS over \$36,423 (UVES consists of \$46,696); YTD Expenses under \$61,153 (Conferences/Seminars under \$2,372; Credit Card Merchant Fees under \$1,665; Insurance under \$1,966; Legal under \$2,240; Marketing under \$45,911; Meeting Expenses over \$1,643; Payroll under \$5,959; Taxes under \$2,985; Travel/Ent under \$4,064; Donations over \$4,020; Other Expenses over \$1,716 for Softball sponsorship and gift bags)
- ⁵ UVES Shuttle COGS \$46,696



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Destination Marketing Budget Comparisons

	Actual 2014-15	Actual 2015-16	Projected 2016-17	Proposed Budget 2017-18	Notes:
Ordinary Income/Expense					
Income					
40000 · Income					
40200 · Income - City Contract	324,999.96	333,125.04	342,119.40	450,000.00	
40900 · Income - Sponsorship	30,000.00	30,000.00	30,000.00	30,000.00	
Total 40000 · Income	<u>354,999.96</u>	<u>363,125.04</u>	<u>372,119.40</u>	<u>480,000.00</u>	
Total Income	354,999.96	363,125.04	372,119.40	480,000.00	
Cost of Goods Sold					
50000 · Cost of Goods Sold					
50100 · COGS - Event Marketing	0.00	0.00	259.99	0.00	
50200 · COGS - Event Music / Artist	0.00	0.00	0.00	0.00	
50300 · COGS - Event Production	3,768.01	234.08	33.99	10,000.00	Tractor Parade & Harvest Table
50400 · COGS - Event Staging / Tenting	0.00	0.00	0.00	0.00	
Total 50000 · Cost of Goods Sold	<u>3,768.01</u>	<u>234.08</u>	<u>293.98</u>	<u>10,000.00</u>	
Total COGS	3,768.01	234.08	293.98	10,000.00	
Gross Profit	351,231.95	362,890.96	371,825.42	470,000.00	
Expense					
60000 · Expenses					
60100 · Accounting	6,097.06	6,515.29	9,584.29	10,351.03	8% est. cost increase
60150 · Amortization Expense	0.00	0.00	0.00	0.00	
60200 · Automobile / Mileage	873.63	639.44	645.60	725.00	average of previous budgets
60300 · Bank Charges	240.35	120.64	87.52	150.00	average of previous budgets
60400 · Computer Repairs	161.46	585.04	808.59	950.00	15% est. cost increase
60500 · Conferences / Seminars	1,863.95	1,500.00	64.18	3,900.00	new seminars added
60600 · Contract Labor	0.00	0.00	0.00	0.00	
60700 · Depreciation Expense	564.00	564.00	564.00	564.00	
60800 · Dues / Subscriptions	355.82	945.30	1,144.44	1,100.00	
60900 · Equipment / Copier Lease	4,298.05	4,503.18	3,943.99	4,140.00	5% est. cost increase
61000 · Equipment Rental	0.00	0.00	0.00	0.00	
61100 · Insurance	2,529.24	4,318.19	4,194.00	4,403.00	5% est. cost increase
61200 · Interest Expense	93.82	59.18	0.00	100.00	
61300 · Janitorial	1,730.40	1,773.60	1,814.40	1,995.00	10% est. cost increase
61400 · Legal	0.00	1,397.35	239.76	750.00	
61500 · Licenses & Permits	325.00	746.00	0.00	0.00	
61600 · Marketing / Advertising					
61610 · Advertising Guides	798.00	0.00	3,451.00	2,389.00	
61625 · Creative Services	14,284.75	23,687.08	16,100.00	24,732.00	incremental programming
61630 · Internet Marketing	16,816.95	12,586.23	22,226.74	35,250.00	incremental programming
61640 · Media Photo / Video	1,000.00	6,691.25	3,806.25	12,060.00	incremental programming
61655 · Outdoor Campaign	0.00	0.00	0.00	16,500.00	TBID funding shift back to DM
61660 · Print Media	27,159.19	26,372.46	24,033.09	28,402.00	
61670 · PR Firm Fees	16,860.00	9,000.00	620.95	14,304.00	incremental programming
61680 · Trade Shows / Fam Trips	1,427.28	475.00	1,297.16	3,550.00	added events
61690 · Visitor Signs	0.00	646.08	1,393.51	1,500.00	
61600 · Marketing / Advertising - Oth	1,433.61	0.00	0.00	0.00	
Total 61600 · Marketing / Advertising	<u>79,779.78</u>	<u>79,458.10</u>	<u>72,928.70</u>	<u>138,687.00</u>	
61700 · Meeting Expenses	239.97	0.00	863.29	800.00	
61800 · Office Supplies	4,032.25	3,597.20	3,550.00	3,905.00	10% est. cost increase
61900 · Payroll Expenses					
61903 · Employee Bonus	0.00	6,400.00	0.00	0.00	
61905 · Employee Commission	0.00	298.00	0.00	0.00	
61910 · Employee Health Insurance	11,759.62	10,638.50	12,635.86	14,531.24	18% est. increase from broker
61920 · Employee Paid Vacation	0.00	627.00	1,419.60	1,200.00	
61930 · Employee Wages	183,964.39	186,061.82	206,764.17	227,440.00	10% est increase (industry base)
61940 · Payroll Service	0.00	0.00	0.00	0.00	
61950 · Payroll Tax Expense	16,850.14	18,823.26	17,159.45	18,531.00	10% est. cost increase
61970 · Worker's Compensation Ins	3,063.00	1,523.77	1,644.98	1,775.00	10% est. cost increase
61900 · Payroll Expenses - Other	0.00	0.00	0.00	0.00	
Total 61900 · Payroll Expenses	<u>215,637.15</u>	<u>224,372.35</u>	<u>239,624.06</u>	<u>263,477.24</u>	

Destination Marketing Budget Comparisons

	2014-15	2015-16	2016-17	2017-18	Notes:
62000 · Postage	1,356.16	1,837.51	1,129.20	1,350.00	
62100 · Rent	17,599.68	17,955.18	18,582.00	19,139.00	3% cost increase
62200 · Repairs / Maintenance	1,850.55	210.27	750.00	950.00	average of previous budgets
62400 · Supplies	2,310.08	18.52	524.26	855.00	average of previous budgets
62500 · Taxes - Federal / State	46.01	50.46	39.61	60.00	average of previous budgets
62600 · Telephone / Fax / Cell	3,136.47	3,027.59	3,298.08	3,462.00	3% cost increase
62700 · Training	0.00	0.00	0.00	0.00	
62800 · Travel / Entertainment	1,405.64	1,743.48	1,433.62	1,675.00	average of previous budgets
62900 · Utilities					
62910 · Electric / Gas	2,896.67	3,607.26	3,878.39	4,075.00	5% est. cost increase
62920 · Trash	310.21	223.82	223.50	230.00	3% est. cost increase
62930 · Water	659.82	558.10	770.20	825.00	7% est. cost increase
Total 62900 · Utilities	3,866.70	4,389.18	4,872.09	5,130.00	
63000 · Other Expenses					
63000 · Other Expenses - Other	244.99	0.00	0.00	0.00	
Total 63000 · Other Expenses	244.99	0.00	0.00	0.00	
Total 60000 · Expenses	350,638.21	360,327.05	370,685.68	468,618.27	
5000 · OPERATING EXPENSES					
Total 5000 · OPERATING EXPENSES	0.00	0.00	0.00	0.00	
Total Expense	350,638.21	360,327.05	370,685.68	468,618.27	
Net Ordinary Income	593.74	2,563.91	1,139.74	1,381.73	
Other Income/Expense					
Other Income					
Total Other Income	0.00	0.00	0.00	0.00	
Net Other Income	0.00	0.00	0.00	0.00	
Net Income	593.74	2,563.91	1,139.74	1,381.73	

Destination Marketing Funding Analysis

Fiscal Yr.	Contract Fee:	TOT	Fee as % of TOT
2017-18*	\$ 450,000	\$ 6,147,902	7.32%
2016-17	\$ 343,118	\$ 5,940,002	5.78%
2015-16	\$ 333,125	\$ 5,622,939	5.92%
2014-15	\$ 324,999	\$ 5,037,134	6.45%
2013-14	\$ 300,000	\$ 4,456,456	6.73%
2012-13	\$ 302,000	\$ 3,950,623	7.64%
2011-12	\$ 302,000	\$ 3,764,680	8.02%
2010-11	\$ 302,000	\$ 3,431,506	8.80%
2009-10	\$ 302,000	\$ 3,062,370	9.86%

Avg. % 2009-2017 7.39%

*: projected TOT based upon City budget

Marketing / Advertising: July 2017 through June 2018

Green Italics Indicates Incremental Requested Funding Programming

Budget

61610 Advertising Guides - Certified Folder	\$ 798
61620 Calistoga Brochure	\$ 1,591
PS PRINT - Shuttle Rack Cards	\$ 175
PS PRINT - Four fold map order 7/29/16	\$ 916
PS PRINT - Art Galleries Rack Card	\$ 350
Vista Print - Retail Rack Card	\$ 150
61625 Creative Services	\$ 24,732
Website maintenance - Brandhound	\$ 2,000
CANVA - Annual Fee plus various designs	\$ 132
Content Development - freelance writer	\$ 1,000
Karen Ashton - NV Guidebook print ad layout	\$ 375
Karen Ashton - Welcome Center Map edit/redesign	\$ 900
Karen Ashton - Calistoga VG Cover artwork	\$ 375
Brandhound - Retail map revisions for Visitor Guide	\$ 400
Karen Ashton - Alaska Airlines ad s	\$ 300
Karen Ashton - CONCERTS IN THE PARK Poster	\$ 350
Karen Ashton - Art Gallery Rack Card	\$ 900
Sidecar Agency - Update Location Maps	\$ 2,000
<i>Karen Ashton - creative for TripAdvisor ads</i>	<i>\$ 1,000</i>
<i>Website Development of Itinerary capability on VisitCalistoga.com</i>	<i>\$ 10,000</i>
<i>Calistoga Shuttle - New Artwork for 2 vans via local artist (Carlo m?)</i>	<i>\$ 5,000</i>
61630 Internet Marketing	\$ 35,250
Allison Day - Social Media - July 2017 through June 2018	\$ 12,000
Facebook/Mailchimp display ads	\$ 2,000
Mail Chimp - DTC newsletters	\$ 900
HARVEST TABLE - SFGate.com Story Studio	\$ 2,500
Twitter Ad Campaign	\$ 250
Website: GoDaddy - website hosting	\$ 250
Concerts in the Park - Bohemian ad	\$ 450
WIW Passport Display Ad Campaign via Brandhound	\$ 2,000
<i>Sunset Magazine Newsletter</i>	<i>\$ 1,800</i>
<i>In-flight Media - Virgin America reel on updated Calistoga video</i>	<i>\$ 8,000</i>
<i>Digital Marketing Advertising via Brandhound, Mailchimp, Facebook</i>	<i>\$ 5,100</i>
61640 Media Photo / Video	\$ 12,060
<i>New Video</i>	<i>\$ 4,000</i>
CALISTOGA HARVEST TABLE - Tim Karl Drone for video/images	\$ 800
New photography	\$ 2,000
Cast Images - use of girls on bikes photos for additional year	\$ 1,260
<i>Images & Video for Website Experiences Build - series</i>	<i>\$ 4,000</i>

61655 Outdoor Campaign	\$ 12,000
Billboard	\$ 12,000
61660 Print Media	\$ 28,727
WIW - San Francisco Chronicle - Oct. ad in NV section	\$ 575
Alaska Airlines - October 2018	\$ 2,343
<i>American Airlines - Focus on Arizona route via STS</i>	<i>\$ 3,000</i>
<i>Metro Gatefold print - targeting Silicon Valley</i>	<i>\$ 3,000</i>
Inside Napa Valley - TRACTOR PARADE - November 2016	\$ 395
CONCERTS IN THE PARK - Tribune Ad	\$ 325
SF Chronicle - Napa section February & October	\$ 2,850
CONCERTS IN THE PARK - Bohemian Advertising	\$ 164
CONCERTS IN THE PARK - Calistoga Tribune ads (10)	\$ 325
Napa Valley Guidebook (Co-op income applied)	\$ 2,000
Where Magazine - Where Wine Country special section	\$ 2,500
<i>Tasting & Touring Magazine</i>	<i>\$ 2,500</i>
SF Chronicle - Travel Magazine - Local Escapes	\$ 3,750
<i>Sunset Magazine</i>	<i>\$ 5,000</i>
61670 PR Firm Fees	\$ 14,304
Press Release - EIN Newswire Service - Arts in April	\$ 49
Press releases for Harvest Table and Concerts in the Park	\$ 197
Press release for Winter in the Wineries	\$ 49
Press release for Holiday Village / Tractor Parade	\$ 49
Wine Women	\$ 165
Leadership Napa Valley	\$ 1,295
<i>Big Cat Advertising Project - Develop Campaign - Ex. Portland's We Can</i>	<i>\$ 5,000</i>
<i>Media Lunches in Target Markets: Reno (WIW target), Phoenix, TX, Seattle, Por</i>	<i>\$ 5,000</i>
<i>Experience Campaign</i>	<i>\$ 2,500</i>
61680 Trade Shows / FAM Trips	\$ 7,450
60050 Visit California Outlook Forum	\$ 2,500
60050 IWINETC Transportation to/from Conference	\$ 1,000
60050 Wine Blogger Conference - Santa Rose - November 2017	\$ 400
<i>61680 FAM Visit Coordination w/Calistoga Wine Growers</i>	<i>\$ 1,000</i>
<i>61680 FAM Visit Coordination w/Visit Phoenix</i>	<i>\$ 1,000</i>
<i>61680 Shady Sam Media FAM</i>	<i>\$ 1,250</i>
61680 Swag for visiting journalists	\$ 300
61690 Visitor Signs	\$ 1,500
Printing for Location Maps	\$ 1,500
TOTAL 61600- Marketing & Advertising	\$ 138,413

Budget Assumptions 2016/17

Expense Allocations by function

	Chamber	Welcome Center Dest. Mktg.
Accounting	40%	60%
Automobile	40%	60%
Bank Charges	75%	25%
Computer Repairs	60%	40%
Equipment / Copier Lease	30%	70%
Insurance	40%	60%
Janitorial	30%	70%
Office Supplies	40%	60%
Payroll		
	Exec. Dir.	65%
	Events / Mbrshp.	40%
	PR/Mrktg Mgr.	0%
	VC Ambassadors (2)	0%
	VC Coordinator	0%
Payroll taxes	48%	52%
Workers compensation	48%	52%
Rent	30%	70%
Repairs	30%	70%
Storage	40%	60%
Telephone - landline	30%	70%
Telephone - cell	30%	70%
Electric/Gas	30%	70%
Trash	30%	70%
Water	30%	70%

NOTE:

Square footage breakdown: 70% Visitor Center; 30% Chamber



Date: May 16, 2017
To: Chamber Board of Directors
From: Chris Canning, Executive Director
Re: 2017-18 Fiscal Year Operating Budget Preparation Assumptions

2017 – 2018 Budget Prep Assumptions:

- Destination Marketing Agreement adjustment \$450,000 vs. \$343,000
- Compensation adjustments: general staff (varies) 10% (get to industry base)
- Compensation adjustments-: executive director TBD
- Healthcare: based upon broker projections 18%