



Calistoga Chamber
of Commerce

BOARD Meeting AGENDA
July 18, 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 June 20, 2017
- Financials June 2017

Action Items:

- Welcome newly elected BOD members to 1st official (voting) meeting
- Review and sign annual Conflict of Interest acknowledgements
- Approve 2017-18 operating budget
 - Reviewed at June BOD meeting but did not officially approve
- Review proposed strategic planning initiatives for 2017-18
- Consider Executive Director goals and objectives for 2017-18

Committee Reports:

- N/A

Executive Director's Report:

- Present salary survey data as requested by BOD
- Update on Harvest Table ticket sales and logistics preparations

Announcements:

- Concerts in the Park Series every Thursday @ 6:30 PM @ Pioneer Park



Calistoga Chamber
of Commerce

Board Meeting Action Summary

June 20, 2017 @ 12:00 PM ~ Calistoga Spa Hot Springs

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

Absent: Carlene Moore, Laura Swanton

Staff: Chris Canning

Guest(s): Eden Umble, Leonard LaBranche

Meeting Called to Order: 12:06 PM by S. Patel

Consent Items:

- Action Summary May 16, 2017
 - Motioned: Pavitt Seconded: Carone Passed: 9-0-0
- Financials May 2017
 - Motioned: Richardson Seconded: Ingalls Passed: 10-0-0
- Tax Document 2015 Form 990
 - Motioned: Lennon Seconded: Pavitt Passed: 10-0-0

Action Items:

- Newly elected BOD members Eden Umble and Leonard LaBranche were welcomed and re-elected BOD members Dan Kaiser and Shane Pavitt were acknowledged.
- Outgoing BOD members Nancy Putney- Abernathy and Carlene Moore were thanked for their service.
- Chamber BOD officers were elected for fiscal 2017-18.
 - Treasurer- Leonard LaBranche
 - Motioned: Richardson Seconded: Kite Passed: 10-0-0
 - Vice-Chairperson- Laura Swanton (2nd term as Vice-Chair)
 - Motioned: Kaiser Seconded: Pavitt Passed: 10-0-0
 - Chairperson- Steve Patel (2nd term as Chair)
 - Motioned: Carone Seconded: Caserta Passed: 9-0-1
- Approved the 2017-18 BOD meeting calendar.
 - Motioned: Lennon Seconded: Richardson Passed: 10-0-0
- Reviewed destination marketing agreement renewal documents including corrected agreement and funding/budget.
- Discussed and approved recommended 2017-18 compensation adjustments for Chamber staff.
 - Staff pay increase and added one week of vacation (3 weeks total) for Marketing and Events managers.
 - Motioned: Ingalls Seconded: Carone Passed: 10-0-0
 - Executive Director pay increase.
 - Motioned: Pavitt Seconded: Kite Passed: 10-0-0
 - Employee policy guidebook to be modified to establish formal vacation allowances based upon term of service.
- 2017-18 proposed operating budget was reviewed but no approval vote taken as a result of an administrative oversight.
 - Budget will be presented for approval at July 18th BOD meeting.
 - New fiscal year will begin under assumed budget approval based upon consensus during budget discussions.
- Agreed to continue "Harvest Table" coexistence agreement discussion with modifications suggested by our attorney.

Executive Director's Report:

- Briefed BOD on success of first Concert in the Park (June 15th)
- Reminded BOD of Community Awards & BOD Induction ceremony June 26th
- Updated BOD on Harvest Table preparations and "full steam ahead" thanks to the City and CalTrans

Next BOD Meeting: July 18 , 2017 @ Calistoga Spa Hot Springs

Meeting adjourned at – 1:02 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
July 2017**

Summary of Cash Flow:

Cash as of 06/0 J/17:	225,290.25
Net Income or (Loss) from P&L:	28,524.60
Accounts Receivable change (increase) or decrease:	(23,436.18)
Undeposited Funds (increase) or decrease:	0.00
Accounts Payable increase or (decrease):	(285.36)
Payroll Liabilities Adjustment	0.00
Deferred Revenue increase or (decrease):	0.00
Accrued Payroll increase or (decrease):	1,228.01
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	981.59
Amortization and depreciation (non cash expense):	<u>67.00</u>
Cash as of 06/30/17:	232,369.91

P&L vs. Budget:

Current Month	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Total Income	102,000.75	65,743.73	36,257.02 1
COGS & Expenses	73,476.15	58,007.00	15,469.15 2
Net Income	<u>28,524.60</u>	7,736.73	20,787.87
YTD			
Total Income	728,339.45	761,720.76	(33,381.31) 3
COGS & Expenses	716,595.92	716,484.00	<u>111.92</u> 4
Net Income	11,743.53	45,236.76	(33,493.23)
Projected Next Month			
Total Income		60,083.33	
COGS & Expenses		<u>55,806.00</u>	
Net Income		4,277.33	

YTD Total Revenues, Total Expenses, Net Income:

	<u>YTD Revenue</u>	<u>YTD Expenses</u>	<u>YTD Net Income</u>
City Contracted	372,119.40	373,743.21	(1,623.81)
Chamber Operations	210,285.65	237,074.04	(26,788.39) 5
Chamber Fundraisers	<u>145,934.40</u>	<u>105,778.67</u>	<u>40,155.73</u>
Totals	728,339.45	716,595.92	11,743.53

Receivables:

Uncollected Membership Dues increase or (decrease)	15,211.00
Non-membership AIR > 90 days	0.00
Non-membership AIR increase or (decrease):	24,783.32

Payables:

	<u>Previous Month</u>	<u>Current Month</u>	<u>Difference</u>
NP balance	454.56	169.20	(285.36)
NP over 30 days	0.00	0.00	0.00

Notes:

- Advertising Income over \$20,333; Donations Income over \$659; Membership Income over \$919;
- Retail Sales Income under \$11; Sponsorship Income over \$11,300 (COI); Ticket Sales Income under \$860;
- Visitors Guide Income over \$4,000
- COGS over \$1,578 (CIP Music); Expenses over \$13,891 (Conferences over \$2,213; Marketing over \$17,484;
- Payroll Expenses under \$7,066 due to Commissions)
- 3 YTD Advertising Income over \$8,246; YTD Donations Income under \$6,143; YTD Membership Income over \$8,690; YTD Participation Income over \$5,570; YTD Retail Sales Income under \$28,189 (Ragnar under \$17K); YTD Sponsorship Income over \$14,484; YTD Ticket Sales Income under \$4,585; YTD Visitors Guide Income under \$30,605
- 4 YTD COGS over \$39,076 (UVES consists of \$47,276); YTD Expenses under \$38,964 (Credit card fees under \$2,231; Dues & Subscriptions over \$3,329; Insurance under \$1,673; Legal under \$2,700; Marketing under \$23,074; Meeting Expenses over \$2,018; Office Supplies over \$1,328; Payroll under \$14,503; Taxes under \$1,375; Travel under \$4,116; Donations over \$4,020; Other Expenses over \$1,716 for Softball sponsorship and gift bags)
- 5 UVES Shuttle COGS \$47,276

Calistoga Chamber of Commerce
Profit & Loss Budget Overview - Consolidated
July 2017 through June 2018

DRAFT

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 17 - Jun 18
Ordinary Income/Expense													
Income													
40000 - Income	7,000.00	500.00	6,000.00	7,000.00	0.00	3,500.00	0.00	500.00	500.00	1,000.00	1,000.00	9,000.00	36,000.00
40100 - Income - Advertising	33,333.33	33,333.33	33,333.33	33,333.33	33,333.33	33,333.33	33,333.33	33,333.33	33,333.34	33,333.34	33,333.34	33,333.34	400,000.00
40300 - Income - City Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
40400 - Income - Conventions	0.00	0.00	0.00	0.00	0.00	1,000.00	0.00	5,000.00	0.00	0.00	0.00	0.00	6,000.00
40500 - Income - Donations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
40590 - Income - Mailing Lists	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
40600 - Income - Membership	11,000.00	6,000.00	13,000.00	10,000.00	2,500.00	5,000.00	5,000.00	4,000.00	5,000.00	2,000.00	26,000.00	28,000.00	115,500.00
40700 - Income - Participation	0.00	27,250.00	5,500.00	500.00	1,000.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	115,500.00
40800 - Income - Retail Sales	1,500.00	1,200.00	25,000.00	1,200.00	2,000.00	7,000.00	2,000.00	3,000.00	1,200.00	1,500.00	2,500.00	1,500.00	49,600.00
40900 - Income - Sponsorship	7,250.00	30,500.00	250.00	1,350.00	12,000.00	7,000.00	12,500.00	0.00	0.00	0.00	0.00	1,500.00	73,350.00
41000 - Income - Ticket Sales	0.00	0.00	0.00	850.00	3,000.00	15,450.00	25,000.00	10,000.00	0.00	0.00	0.00	2,700.00	57,300.00
41100 - Income - Visitors Guide	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,500.00	0.00	0.00	0.00	0.00	2,500.00
Total 40000 - Income	60,083.33	98,783.33	83,083.33	54,233.33	53,833.33	72,883.33	77,833.33	58,333.33	40,033.34	37,833.34	62,833.34	74,033.34	773,300.00
Cost of Goods Sold													
60000 - Cost of Goods Sold	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
60100 - COGS - Event Marketing	4,100.00	4,850.00	1,100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,050.00
60200 - COGS - Event Music/Artist	2,700.00	5,600.00	18,000.00	2,100.00	6,675.00	22,400.00	900.00	0.00	0.00	0.00	0.00	0.00	65,375.00
60400 - COGS - Event Staffing/Tenting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
60500 - COGS - Management Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
60600 - COGS - Retail Goods	1,300.00	0.00	13,600.00	3,400.00	5,500.00	500.00	800.00	0.00	0.00	700.00	3,500.00	1,200.00	30,500.00
60700 - COGS - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 60000 - Cost of Goods Sold	8,100.00	10,450.00	32,700.00	5,500.00	14,175.00	22,900.00	1,700.00	0.00	0.00	700.00	3,500.00	8,200.00	107,925.00
Total COGS	8,100.00	10,450.00	32,700.00	5,500.00	14,175.00	22,900.00	1,700.00	0.00	0.00	700.00	3,500.00	8,200.00	107,925.00
Gross Profit	51,983.33	88,333.33	50,383.33	48,733.33	39,658.33	49,983.33	76,133.33	58,333.33	40,033.34	37,133.34	59,333.34	65,833.34	665,375.00
Expense													
60000 - Expenses	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	1,700.00	1,250.00	1,250.00	1,250.00	1,250.00	1,250.00	15,450.00
60100 - Accounting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
60150 - Amortization Expense	110.00	120.00	120.00	110.00	100.00	100.00	130.00	120.00	140.00	120.00	120.00	120.00	1,410.00
60200 - Automobile/Mileage	23.00	18.00	18.00	18.00	22.00	34.00	8.00	2.00	8.00	2.00	2.00	2.00	1,680.00
60300 - Bank Charges	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
60400 - Computer Repairs	0.00	0.00	340.00	0.00	0.00	0.00	0.00	0.00	340.00	0.00	0.00	0.00	3,900.00
60500 - Conference Seminars	0.00	0.00	0.00	1,200.00	0.00	0.00	1,200.00	0.00	0.00	1,250.00	0.00	0.00	250.00
60600 - Credit Card Merchant Fees	238.00	238.00	238.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
60700 - Depreciation Expense	67.00	67.00	67.00	67.00	67.00	538.00	488.00	288.00	238.00	238.00	238.00	238.00	3,646.00
60800 - Dues/Subscriptions	195.00	500.00	40.00	0.00	395.00	700.00	67.00	67.00	67.00	67.00	67.00	67.00	804.00
60900 - Equipment/Copier Lease	517.00	517.00	517.00	517.00	517.00	517.00	517.00	517.00	517.00	275.00	650.00	150.00	3,337.00
61000 - Equipment Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,204.00
61100 - Insurance	738.00	0.00	813.00	813.00	1,598.00	1,613.00	813.00	813.00	1,888.00	813.00	813.00	813.00	12,341.00
61200 - Interest Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61300 - Janitorial	247.00	247.00	247.00	247.00	247.00	247.00	247.00	247.00	247.00	247.00	247.00	247.00	2,964.00
61400 - Legal	250.00	30.00	0.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	580.00
61500 - Licenses & Permits	500.00	0.00	0.00	50.00	380.00	0.00	0.00	0.00	50.00	0.00	270.00	0.00	1,250.00
61600 - Marketing/Advertising	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61620 - Calistoga Brochure	0.00	1,250.00	0.00	0.00	0.00	0.00	0.00	0.00	250.00	0.00	0.00	0.00	2,400.00
61625 - Creative Services	3,000.00	0.00	4,858.00	0.00	0.00	5,083.00	0.00	0.00	4,708.00	0.00	0.00	4,708.00	22,357.00
61630 - Internet Marketing	0.00	0.00	10,336.00	2,200.00	2,500.00	11,336.00	1,000.00	0.00	10,336.00	0.00	0.00	10,336.00	48,044.00
61640 - Media Photo/Video	0.00	0.00	4,260.00	0.00	0.00	1,000.00	4,800.00	0.00	0.00	0.00	0.00	0.00	10,060.00
61650 - Mixer Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61655 - Outdoor Campaign	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61660 - Print Media	0.00	0.00	4,557.00	2,500.00	360.00	7,557.00	300.00	0.00	4,557.00	0.00	425.00	5,057.00	25,313.00
61670 - PR Firm Fees	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	350.00	4,220.00
61680 - Trade Shows/Farm Trips	0.00	0.00	2,500.00	0.00	0.00	2,500.00	0.00	0.00	2,500.00	0.00	0.00	0.00	7,500.00
61690 - Visitor Signs	0.00	750.00	0.00	0.00	0.00	0.00	750.00	0.00	0.00	0.00	0.00	0.00	1,500.00
61690 - Marketing/Advertising - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 61000 - Marketing/Advertising	3,350.00	2,350.00	26,961.00	5,650.00	3,210.00	27,826.00	8,100.00	350.00	22,701.00	350.00	775.00	20,451.00	121,374.00

Callistoga Chamber of Commerce
Profit & Loss Budget Overview - Consolidated
July 2017 through June 2018

DRAFT

	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	TOTAL
61700 - Meeting Expenses	0.00	0.00	400.00	500.00	0.00	3,000.00	1,400.00	0.00	0.00	0.00	0.00	0.00	5,300.00
61800 - Office Supplies	700.00	673.00	430.00	550.00	600.00	473.00	550.00	350.00	425.00	800.00	450.00	400.00	6,425.00
61900 - Payroll Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61903 - Employee Bonus	0.00	500.00	3,000.00	500.00	0.00	3,000.00	0.00	0.00	0.00	0.00	0.00	0.00	17,500.00
61905 - Employee Commissions	4,000.00	1,152.00	1,152.00	1,152.00	1,152.00	1,152.00	1,152.00	1,152.00	1,152.00	1,152.00	1,152.00	1,152.00	13,824.00
61910 - Employee Health Insurance	1,452.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61920 - Employee Paid Vacation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61930 - Employee Wages	27,237.00	27,237.00	27,237.00	27,237.00	27,237.00	27,237.00	27,237.00	27,237.00	27,237.00	27,237.00	27,237.00	27,237.00	326,844.00
61940 - Payroll Taxes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61950 - Payroll Expense	2,726.00	2,726.00	2,726.00	2,726.00	2,726.00	2,726.00	2,726.00	2,726.00	2,726.00	2,726.00	2,726.00	2,726.00	32,712.00
61960 - Special Pay	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
61970 - Worker's Compensation Insurance	218.00	218.00	218.00	218.00	218.00	218.00	218.00	218.00	218.00	218.00	218.00	218.00	2,616.00
Total 61900 - Payroll Expenses	35,333.00	31,833.00	34,333.00	31,833.00	31,333.00	34,333.00	31,333.00	31,833.00	31,333.00	31,333.00	31,333.00	31,333.00	383,496.00
62000 - Postage	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	168.00	2,016.00
62100 - Rent	2,255.00	2,255.00	2,255.00	2,255.00	2,255.00	2,255.00	2,325.00	2,325.00	2,325.00	2,325.00	2,325.00	2,325.00	27,480.00
62200 - Repairs / Maintenance	140.00	140.00	140.00	140.00	140.00	140.00	140.00	140.00	140.00	140.00	140.00	140.00	1,680.00
62300 - Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
62400 - Supplies	258.00	72.00	72.00	72.00	72.00	258.00	72.00	72.00	72.00	72.00	72.00	72.00	1,236.00
62500 - Taxes - Federal / State	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
62600 - Telephone / Fax / Cell	453.00	453.00	453.00	453.00	453.00	453.00	453.00	453.00	453.00	453.00	453.00	453.00	5,436.00
62700 - Training	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
62800 - Travel / Entertainment	316.00	316.00	316.00	316.00	316.00	316.00	316.00	316.00	316.00	316.00	316.00	316.00	3,792.00
62900 - Utilities	475.00	475.00	475.00	475.00	475.00	475.00	475.00	475.00	475.00	475.00	475.00	475.00	5,700.00
62910 - Electric / Gas	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	27.00	324.00
62920 - Trash	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	94.00	1,128.00
62930 - Water	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 62000 - Other Expenses	596.00	596.00	596.00	596.00	596.00	596.00	596.00	596.00	596.00	596.00	596.00	596.00	7,152.00
63000 - Other Expenses	0.00	0.00	200.00	0.00	0.00	0.00	200.00	0.00	0.00	0.00	0.00	200.00	600.00
63200 - Donations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
63100 - Scholarship Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
63000 - Other Expenses - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 63000 - Other Expenses	0.00	0.00	200.00	0.00	0.00	0.00	200.00	0.00	0.00	0.00	0.00	200.00	600.00
Total 60000 - Expenses	47,706.00	42,658.00	69,925.00	46,534.00	44,117.00	75,241.00	51,964.00	40,192.00	63,334.00	41,395.00	46,665.00	66,501.00	636,113.00
5000 - OPERATING EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
65000 - Contingencies & Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
59000 - White Off Bad Debt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5000 - OPERATING EXPENSES - Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total 5000 - OPERATING EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
70000 - Suspense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expense	47,706.00	42,658.00	69,925.00	46,534.00	44,117.00	75,241.00	51,964.00	40,192.00	63,334.00	41,395.00	46,665.00	66,501.00	636,113.00
Net Ordinary Income	4,277.33	45,674.33	-19,541.67	2,199.33	-4,458.67	-25,757.67	24,288.33	18,141.33	-23,300.66	-4,251.66	12,678.34	-667.66	29,282.00
Other Income/Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80000 - Interest Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Other Income	4,277.33	45,674.33	-19,541.67	2,199.33	-4,458.67	-25,757.67	24,288.33	18,141.33	-23,300.66	-4,251.66	12,678.34	-667.66	29,282.00
Net Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



2017/18 Chamber Strategic Planning Goals & Initiatives **DRAFT**

Primary Driver:

Increase the Chamber's relevance to its membership on a daily basis

- **Destination Marketing and Tourism Development**
 - Goal:
 - Establish Calistoga as the premier Napa Valley destination.
 - Bench marks:
 - Among the highest occupancy rate within NV
 - Tactics:
 - Collaboration with other organizations to enhance the Calistoga visitor experience
 - Marketing initiatives to highlight Calistoga's points of difference including emphasis on its small town character and charm
- **Represent/Advocate Business Interests with Government Agencies**
 - Goal:
 - A thriving business environment within Calistoga
 - Bench marks:
 - Less than 10% vacancy rate for commercial property
 - Improved sales tax collections year over year
 - Tactics:
 - Encourage infrastructure development to improve business conditions.
 - Collaboration with government agencies to maintain a positive business environment with minimal interference from regulations
- **Business Development Services**
 - Goal:
 - Create small business development resources
 - Bench Mark:
 - Actual program development by business class
 - Membership participation in activities
 - Tactics:
 - Marketing support
 - Continue to share info on best practices



2017-18 Executive Director Goals & Objectives **DRAFT**

- Maintain financial stability while growing reserve to meet 25% of annual operating budget
 - Current operating budget: \$773,300
 - 30% Goal: \$193,325

- Continue to grow the membership base while maintaining minimum retention rate of 85%
 - Current membership: 320
 - Current retention rate: 89.2%

- 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 / St. Helena CC
 - Opportunities: Visit California

