

Calistoga's Recommended Business Practices

Business frequently gets a bad rap, sometimes deserved but frequently not, in which businesspeople are “the bad guys,” ready to sacrifice their workers, their neighbors and the planet in for personal profit. If this were true, we have run out of workers, neighbors and planets by now. If you haven't noticed, local business people are at the front of the list donating money and merchandise for local church, non profit and youth or service group fund-raisers.

It's only logical that a good place to live is a good place to do business. That is the original “business connection”. By improving the local community, businesses obtain greater quality and reliability from their partners in Calistoga's supply chains.

We recognize that Calistoga is a unique place in which we have chosen to do business. Our business practices must therefore take into consideration both standard business practices and local conditions.

These business practices present a philosophy based on a desire to determine the ideal ways to perform standard business practices in the Calistoga environment

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1. Develop a business plan that is consistent with fulfilling the investor's mission and that addresses changing economic, industry, and regulatory environments.
 - Ensure that business activities are undertaken in such a way as to be consistent with achieving the investors strategic objectives.
 - Ensure that the propose business model and potential for future expansion are compatible with Calistoga's General Plan

- Ensure compliance with all local environmental and regulatory requirements.
 - Employ risk assessment methodologies in determining whether to proceed in undertaking new projects, implementing business process improvements, or pursuing other opportunities.
2. Assign appropriate responsibility and authority to the lowest level to optimally achieve organizational goals and objectives and to operate efficiently.
 - Ensure that organizational goals and standards are clearly communicated to all staff.
 - Promote an organizational culture that values continuous improvement.
 3. Implement employment practices that result in hiring qualified and competent employees.
 - Ensure that cost savings in staff aren't detrimental to your goal of qualified and competent staff.
 4. Clearly communicate to each employee his or her role, responsibilities, and individual accountability.
 - Ensure that employees understand and accept the boundaries of acceptable behavior.
 - Ensure that employees understand all administrative policies pertinent to their jobs and the level of decision making granted them.
 - Ensure that employees have the required knowledge, experience, training, and support to successfully perform their duties.
 - Regularly evaluating the performance of each employee, using established performance and management guidelines.
 5. Implement a monitoring mechanism to assess the ongoing effectiveness of your business in order to effectively respond to internal and external changes or challenges.

...getting and keeping the best people is a challenge that won't go away...

6. Have a business culture that respects time...yours and the customers.
 - Establish a policy to answer telephone calls within a fixed number of rings
 - Establish a policy to respond to inquiries within a fixed period.
 - Establish a policy to greet each person entering the business within a fixed period.
 - Establish a policy to meet appointments in a timely manner, or failing to do so, instituting a remedial process for the customer.
 - Establish business function priorities...employees need to know where to spend their time most productively.

7. After building your business, periodically compare your monthly revenue and cost conditions with the baseline values you established in your business plan. Conduct a SWOT (strengths, weaknesses, opportunities and threats) analysis to clearly understand where your business fits in the marketplace.
 - Analyze those revenue and cost areas that have high return potential from minimal improvement actions. Quantify the impact of any improvements or changes on your businesses net operating income.
 - If you decide to make changes, share the plan with your staff and listen to their input. before finalizing and implementing the improvement plan.