



VISION – To achieve excellence in community leadership and growth
MISSION – To develop a strong business climate and vibrant economy
by serving the community in a leadership role thereby enhancing the quality of life.

Board of Directors Meeting

Monday, January 23, 2017

Billings Chamber of Commerce

Please advise the Board Chair of any potential conflict of interest with an agenda item prior to the start of the Board meeting.

3:00 p.m. I. CALL TO ORDER, INTRODUCTIONS—Bill Cole, Chair

- 1. Member Spotlight: Cape Air (5 minutes)

II. ORGANIZATIONAL BUSINESS

- 2. ACTION: (Consent Agenda) – Minutes, pages 2-3; Member Report, page 4
3. ACTION: Financial Update and mid-year projections (Finance Committee recommends approval), pages 5-6 – Kris Carpenter
4. ACTION: Whistleblower Policy, pages 7-8 —Jennifer Reiser

3:30 p.m. III. BOARD ACTION & STRATEGIC INITIATIVES

- 5. INFORMATION/DISCUSSION: American Airlines—Dr Gibb/John Brewer
American will begin BIL/DFW service June 2, 2017. The Chamber’s air service committee was instrumental in securing this new service. What are the Chamber’s obligations and strategies for success?

- 3:50 p.m. 6. INFORMATION/DISCUSSION: Local Option Authority, attached seperately (MOU with MIC and copy of proposed bill)—Brian Brown/Dan Brooks
Progress update will be provided along with a review of changes that have occurred to our original position now that ACT is working with the Montana Infrastructure Coalition.

- 4:10 p.m. 7. INFORMATION: NAIA Basketball Tournament—Alex
This event will generate significant economic impact to our community. Alex will provide an update on planning and expectations. Click here for more information specific to the event and sponsorship http://www.visitbillings.com/naia-toolkit.php

4:25 p.m. IV. REPORTS, ACTIVITIES, AND ANNOUNCEMENTS

- 8. Executive Committee- Bill Cole
9. CEO & Staff Reports
a. CEO Report: Annual Goal Progress, BillingsNOW, January Thaw (Chris Dimock)—John
b. COO Update: Jennifer
c. VisitBillings: Alex
10. Partner Updates (City, Big Sky ED, Billings TBID, SEMT, Cultural Partners/Downtown, SD#2)
11. Upcoming Events
a. Business After Hours – February 8, Hilton Garden Inn
b. Board Meeting – February 27, Billings Chamber
c. Business After Hours – March 8, Beartooth Bank





## **Board of Directors Meeting**

Monday, December 19, 2016

**Board Members Present:** Brian Brown, Kris Carpenter, Bill Cole, Tom Day, Patrice Elliott, Dr. Randy Gibb, Ginny Hart, Casey McGowan, Lenette Kosovich, , Mark Nook, Julie Seedhouse, Dave Worstell, Ray Rigdon, Jeff Walters

**Board Members Absent:** Chris Dimock, Nichole Mehling-Miles, Mike Nelson, Lisa Perry

**Ex-Officio Members Absent:** Steve Arveschoug, Terry Bouck, Lisa Harmon, Tina Volek

**Staff Present:** John Brewer, Jennifer Reiser, Megan Stevenson, Alex Tyson, Daniel Brooks

**Others:** Kevin Ploehn, Denis Pitman

Bill Cole called the meeting to order at 3:08 pm at the Western Heritage Center and introduced Executive Director, Kevin Kooistra, as well as thanked Dr. Mark Nook for his commitment and service to the Board and MSU Billings.

### **ORGANIZATIONAL BUSINESS**

#### **Approval of Chamber/CVB Minutes, Financial Report, Membership Report**

Bill Cole asked for approval of the November 21, 2016 Board meeting minutes, Financial Report, SEMT Administration Budget Adjustment and Membership Reports. Jeff Walters motioned for approval of the consent agenda; Mark Nook seconded; Motion carried.

#### **Financial Audit/Forms 990 & 990T**

Stefeni Freese, of Anderson Zurmuehlen, presented the audited financial statements, IRS Forms 990 & 990T, the finance committee has reviewed and recommends approval.

Dave Worstell motioned to accept the Finance Committee's approval of the documents; Tom Day seconded; motion carried.

#### **Large Chambers Joint Policy Papers**

Prior to each legislative session the seven large chambers meet to find common positions and develop a joint paper. The papers were distributed and have been reviewed in advance by the Executive Committee. Bozeman has opted to not participate this year. Since the policies are similar to previous years, and there is no significant variance from Billings' general philosophies this year, no action is needed.

#### **Local Option Authority Update**

Brian Brown and Dan Brooks provided an updated on the Local Option Authority. Currently, a freshmen legislator has shown interest in sponsoring the bill. Two Billings area legislators have also expressed interest but strategically the best option is to find someone from outside of Billings. With the recent support from Montana Chamber, Bozeman City Council, Billings City Council, Bozeman Chamber; legislators in Miles City, Bozeman and Conrad are being approached. The group will continue to reach out to the Montana Infrastructure Coalition to develop a strategy to pass local option authority. Discussions were held regarding the Big Sky Economic Development's decision to revoke their formal support with a unanimous vote that was decided back in October.

### **Air Service Update**

Kevin Ploehn provided an update on the recent airline meetings with United, Delta, and Alaska/Horizon. Per discussions with each airline there are many opportunities coming to Billings, but will not be right way. Meetings were not held with American Airlines but hopes are to go talk to them in the spring. Billings is on their short list due to the solid air service that continues to see growth. Kevin reported that the first phase of the improvement project with Concourse B should be completed by this summer. This remodel is part of the larger project to enhance the facility that will benefit the community. A timeline on the design and construction was shared.

### **REPORTS, ACTIVITIES, AND ANNOUNCEMENTS**

Reports were included in the board packet.

John Brewer reported that there will be a Yellowstone Kelly launch in June. More details and information will be relayed closer to the event.

Jennifer reported that the 2017 Ag Banquet is January 20<sup>th</sup> at MetraPark where we will celebrate Bruce MacIntyre's recognition for the Ag Excellence award. Membership is looking into the retention efforts due to the 20 drops that were recorded this month.

Alex Tyson reported that the TBID renewal process is near completion and that staff are working with stakeholders to gather the necessary support to provide uninterrupted funding. Alex thanked Tom Day and Wells Fargo for their support as the NAIA Tournament Sponsor. Please let Alex know if you would like sponsor this tournament as there are many NAIA sponsorship opportunities still available. The "Fly Billings" marketing continues to be an important campaign for the staff and Board.

### **Partner Updates**

Big Sky ED – no report

City of Billings –no report.

Cultural Partners/Downtown –no report.

SD#2 – no report.

SEMT – no report.

TBID – no report

Meeting adjourned at 4:38 pm.

Submitted by Megan Stevenson

**Membership Report  
For the Month December 2016  
As of: January 8, 2017**

	2016-2017		2015-2016		2016-17
	Count	Dollars	Count	Dollars	Count
					Year To Date
	1,249	\$769,725.00	1,184	\$698,025.00	
New Members	13	5,675.00	12	7,925.00	94
Cancellations	(14)	(6,570.00)	(16)	(7,425.00)	(76)
***Dues Adjustments		1,679.00		10,385.00	
** Reinstatements	3	1,776.00	3	1,425.00	
<b>Ending Balance</b>	1,251	\$772,285	1,183	\$710,335.00	

**Dropped Members**

**Closed**

Amusement Services

**Financial**

Runamok Manor

**Lack of Time**

Big Sky Natural Wellness Clinic, Inc

**Member Request**

Blanco & Blanco, Inc.

ucancreatesuccess

**No Response**

ABM On-Site Services

B-Fit

Blueline Engineering

ICT Matters

Industrial Communications & Electronics

Irrigation Services

Twisted Spoke Cycles & Apparel

**No Value**

Big Sky Resort

Blin. Beauty Bar

**New Members**

The Bayou of Montana

Carter's Brewing

Levi's Roofing & Siding

CK Fab

Diesel Xtreme

Cerium Networks

Montana Council Boy Scouts of America

Vintage Apothecary

Taste of Asia

Cricket Wireless – Main St.

Cricket Wireless – 24<sup>th</sup> St.

Montana Wellness Center

K&K Landscape & Deck Works

**Dues Adjustment**

December \$1,679

**Reinstatement**

UPS \$695

Parkview Healthcare Community \$386

ACES \$695

**90+ Days Past Due**

Big Sky Resort

Commons 1882

Invisage Consulting

**90+ Days Past Due cont'd...**

BalanceDiet

Beartooth Design Co.

Billings Community Band

Brown's Auto Service, Inc.

Buffalo Jump Sip & Paint

Century 21 – Wayne Wilcox

Dos Machos

ESP Wellness

Jefferson Lines

Keller Williams – Jeanette Busony

Montana Tire Distributor

Paragon Meeting Solutions, Inc.

Prince Party Productions

Rockets Gourmet Wraps & Sodas

Southern Montana Sugar Beet Growers

The Nail Institute

Thomas Smile Designs

Tumbleweed Runaway Program

UMI Steakhouse and Sushi Bar

Yellowstone Coffee and Canvas LLC

Yellowstone Fitness

**Total \$7,774.85**

**60+ Days Past Due**

3 North Bar & Grill

Adore Salon & Spa

Angela L. Stiller Insurance

Arrow Solutions Group

Billings Oral Surgery

Billings Tech Guys

Border States

Byo-Safe Environment

Canyon Creek-Memory Care

Century 21 – Wayne Wilcox

Eagle Cliff Healthcare

Mental Health Center

Noodles O'Brien

NorthWestern Energy

Outback Steakhouse

Red Lodge Mountain Resort

Tea City & Cupcakes

TimeSquare Furniture & Mattress

Waddell & Reed - Brian Lethert

Yellowstone Cellars & Winery

**Total \$9,969.17**

**30+ Days Past Due**

Billings Lifestyle

B-Town Grill

Canvas Creek Team Building

Century 21 – Wayne Wilcox

Costco Wholesale

Custom Auto Sales

DA Davidson Company

Doc & Eddy's Plaza

Ed Ulledalen PC Raymond James Financial

Elk River Outfitters

iConnect Montana, LLC

Imperial Thai

Integrity Check Solutions

Jacque Lorang –Heavenly Homes Real Estate

Legal Shield: Rick Halmes

Liberty Tax Service

Lilac

Lupine Inn

Meadow Lark Agency

MGR Marketing Tools

Michael Mace

Montana Club

Montana Real Estate Brokers-Ryan Auer

Mystic Woodworks Reclaimed Lumber

Pepsi Cola Bottling Company

Pita Pit – Westend

Prill Dental

Primerica – Eddie Corcoran Jr

Radisson Hotel

Rae Rae's Bakery

RC Health, Cooling & Refrigeration

Republic Services of Montana

Rimrock Neighbors

Sissie's Cleaning Service

This House of Books

Walmart, Heights

Yellowstone AIDS Project

Yellowstone Art Museum

Yellowstone Bank

Yellowstone Fitness

**Total \$16,409.42**

# Billings Chamber Board of Directors

## Variance Report

### For month ending December 31, 2016

Revenue over expenses is \$26,788 over budget.

Revenue is \$10,590 under budget due to the following variances:

- Membership Dues are \$7,229 over budget. The increase in new member sales of \$11,884 is offset by the increase of \$5,186 in membership cancellations and decrease in membership migration of \$6,837.
- Advertising is \$300 under budget from Link.
- Membership Events are \$16,580 under budget:
  - Annual Meeting is \$4,090 under budget from anticipated Business Expo booth fees.
  - Business After Hours is \$688 over budget from early collection of sponsorship revenue. VIP cards and attendance revenue paid at the door are under budget.
  - Leadership Billings is under budget \$5,400 from smaller class registration and registration fees offered at half price for a few non-profits organizations.
  - Leadership Billings Alumni is under budget \$3,725 due to timing and startup of events.
  - NextGen Revenue is \$5,088 under budget in events and program sponsors.
- Strategic Priority Revenue is under budget \$1,717 due to timing of receiving the License Plate proceeds restricted for Trails.
- TBID Revenue is \$875 under budget from staffing changes. Revenue received from TBID is strictly a payroll reimbursement
- Other Revenue is \$1,756 over budget from the Legislative Reception sponsorships. Public Policy manual sponsor and the optional 10% voluntary contribution for legislative support are under budget.

Expenses are \$37,380 under budget.

- Membership Expenses are \$13,837 under budget.
  - Marketing expenses are \$13,384 under budget from Printed Communications (Strategic Plan) and website development/maintenance.
  - Membership Event expenses are under budget \$4,009 from:
    - Annual Meeting is under budget \$2,772. Savings from the budgeted speaker fees helped offset the increase in meals and AV/Sound.
    - Monthly Luncheon is under budget \$1,225 for the Air Service luncheon. *Staff has contacted the Big Sky EDA regarding the Chamber's respective portion.*
    - Leadership Billings is under budget \$1,550 due to timing and startup of events.
    - NextGen is under budget \$839 from timing of expenses for events.
  - Membership Sales Expenses are \$555 over budget:
    - Postage is under budget \$499.
    - Professional Meetings is over budget \$1,683. Incumbent Worker Training funds were budgeted to help reimburse the costs for 1 membership staff to attend ACCE. As of this year, the state has changed their rules for reimbursement and will no longer fund for any conventions, conference, expo or summit. Staff will continue to see if any of their professional training classes will qualify for reimbursement.
- Business Advocacy Expenses is \$7,687 under budget from meeting expenses, printing for the Public Policy manual, and travel expenses for Chamber Days at the Capital.
- Strategic Priority Expenses are \$7,205 under budget from the Shop Billings campaign and BillingsWorks and timing of expenses for ACT.
- Payroll Expenses are \$3,592 under budget from staffing changes.
- Building Expenses are \$4,659 under budget from property insurance and anticipated repairs with Air Controls.
- General Administrative Expenses are \$399 under budget from Office Supplies, Meeting Expenses and Recognition/Appreciation.

**BILLINGS CHAMBER OF COMMERCE  
OPERATING RESULTS  
DECEMBER 2016**

---CURRENT MONTH---			---FISCAL YEAR TO DATE---		---Prior YTD---
ACTUAL	BUDGET		ACTUAL	BUDGET	2015-2016
<b>REVENUE</b>					
65,855	60,103	MEMBERSHIP DUES	331,182	323,953	287,984
-	-	CHAMBER CVB ADMIN REVENUE	37,400	37,500	35,800
-	-	CHAMBER CVB OTHER REVENUE	-	-	-
21,816	25,975	MEMBERSHIP EVENTS	208,296	224,875	178,783
1,280	-	AD SALES	11,695	12,000	11,510
2,510	4,500	STRATEGIC PRIORITY	34,033	35,750	11,919
28,034	27,876	TBID REIMBURSEMENTS	185,114	185,989	161,136
4,579	4,145	ALL OTHER REVENUE	21,001	19,245	3,115
<u>124,073</u>	<u>122,599</u>	<b>TOTAL REVENUE</b>	<u>828,721</u>	<u>839,312</u>	<u>690,246</u>
<b>EXPENSES</b>					
-	-	CONVENTION & VISITOR'S BUREAU	-	-	-
4,942	8,838	MEMBERSHIP	80,111	93,948	69,373
7,457	7,658	BUSINESS ADVOCACY	12,686	20,373	5,414
2,636	11,000	STRATEGIC PRIORITY	30,795	38,000	25,899
83,222	84,347	PAYROLL & RELATED COSTS	542,890	546,482	506,390
1,475	3,648	BUILDING & RELATED COSTS	29,349	34,008	51,413
6,198	6,251	GENERAL ADMINISTRATION	60,293	60,692	54,690
<u>105,929</u>	<u>121,742</u>	<b>TOTAL EXPENSES</b>	<u>756,123</u>	<u>793,503</u>	<u>713,179</u>
<u>\$18,144</u>	<u>\$857</u>	<b>NET REVENUE (EXPENSES)</b>	<u>\$72,597</u>	<u>\$45,809</u>	<u>(\$22,932)</u>

	Current Month	Last Month	Last Year
<b>CASH:</b>			
UNRESTRICTED	\$106,806	\$68,115	\$54,909
MONEY MARKET ACCOUNT	\$91,922	\$91,899	\$42,220
<b>RESTRICTED:</b>			
YELLOWSTONE KELLY	\$5,495	\$6,313	\$847
TRAILS	\$9,085	\$9,085	\$6,050
TOTAL	<u>\$213,308</u>	<u>\$175,411</u>	<u>\$104,025</u>

Fiscal Year Ends June 30, 2017

Line of Credit Balance 0



## **WHISTLEBLOWER PROTECTION POLICY**

### ***COMPLAINT PROCEDURES FOR FINANCIAL, ACCOUNTING AND AUDIT MATTERS***

The Billings Chamber of Commerce (Chamber) is committed to fair, accurate and transparent accounting of its financial matters and expects all employees, officers, directors and agents (“Chamber-affiliated persons”) to act in accordance with the highest ethical standards in the performance of their responsibilities. It requires full compliance with all applicable laws and regulations, accounting standards, accounting controls and audit practices. The Chamber relies on all employees, officers, directors and agents of the Organization to conduct themselves in accordance with the requirements and spirit of this policy and to report any suspected violations of this policy or other questionable financial, accounting or audit matters without fear of retaliation.

For purposes of this policy, whistleblowing is defined as making a disclosure that an employee or board member believes is evidence of gross mismanagement or waste of funds and/or abuse of authority relating to funds.

#### **Reporting Complaints, Concerns or Questionable Financial Practices**

Any person or employee who has complaints or concerns about the Chamber’s accounting, internal accounting controls or auditing matters, compliance with financial laws, regulations or internal policies applicable to Chamber-affiliated persons, or who becomes aware of questionable accounting or auditing matters, (hereafter collectively “questionable accounting or auditing matters”) shall report such matters to the Finance Committee. To raise complaints or concerns about or report a questionable accounting or auditing matter to the Finance Committee, board members and employees should email, telephone or mail their complaint directly to the Chair of the Finance Committee. If the alleged complaint involves members of the Finance Committee, the complaint or concern should be addressed to the Chair of the Board of Directors.

In order to facilitate a complete investigation, board members and employees should be prepared to provide as many details as possible, including a description of the questionable practice or behavior, the names of any persons involved, the names of possible witnesses, dates, times, places, and any other available details. The Chamber encourages all board members and employees with complaints or concerns to come forward with information and prohibits retaliation against individuals raising concerns. However, if a board member or employee feels more comfortable doing so, reports may be made anonymously in the manner described above.

Supervisors and managers who become aware of any questionable accounting or auditing matters, or who receive complaints or concerns from board members or employees, must immediately report them directly to the Finance Committee in accordance with this policy. Supervisors and managers who receive complaints of questionable accounting or auditing matters must consult with the Finance Committee before undertaking an investigation or other action. The Finance Committee has final responsibility and authority for the investigation and handling of any concerns or complaints relating to accounting and auditing practices.

**POLICY: Whistle Blower Protection Policy**  
**Page 2 of 2**

Any supervisor or manager who fails to report allegations of questionable accounting or auditing practices in accordance with this policy or who otherwise fails to deal properly with such allegations may be subject to disciplinary action.

**Investigation and Response**

The Finance Committee will oversee the receipt and handling of allegations of questionable accounting or auditing matters, including directing an appropriate investigation and response. Based on its investigation, the Finance Committee will direct the Chamber to take prompt and appropriate corrective action in response to the complaint or concern if necessary to ensure compliance with legal and ethical requirements relating to financial, accounting and audit matters of the Chamber. If the Finance Committee determines that a particular complaint or concern is not covered by this policy, it will refer the complaint or concern to the President/CEO for appropriate handling and response. If the alleged complaint involves the President/CEO, the Finance Committee will refer the complaint or concern to the Chair of the Board of Directors.

**Confidentiality and Non-retaliation**

Reports of questionable accounting or audit practices will be kept confidential to the extent possible consistent with the Finance Committee's obligation to investigate and correct unlawful or unethical accounting or audit practices. In order to ensure confidentiality, a board member or an employee may elect to make a complaint anonymously.

The Chamber will not retaliate or take any form of reprisal against any person because such person makes a report pursuant to this policy or participates in an investigation regarding a violation of this policy or applicable securities laws, rules or regulations, or any provision of other laws regarding financial wrongdoing. Any such retaliation or reprisal by a board member or an employee of the Chamber is forbidden. Any board member who retaliates against another board member as described above will be subject to discipline, up to and including removal from the board of directors. Any employee who retaliates against another employee or a witness as described above will be subject to discipline, up to and including discharge. Employees or board members who believe they are subject to retaliation because they have made a report or participated in an investigation should report such suspected retaliation to the Finance Committee in the same manner as described above for the reporting of questionable practices. Nothing in this policy prohibiting retaliation shall be interpreted to immunize a person from discipline for their own wrongful acts committed in violation of this policy merely because the person reported such conduct or wrongdoing by another person.

Questions about this policy should be directed to the Chair of the Finance Committee or the Chair of the Board of Directors.

I hereby acknowledge that I have received a copy of the Billings Chamber of Commerce Whistleblower Protection Policy.

---

Signature

---

Date





## **Executive Committee Minutes January 9, 2017**

**Attendance**—Bill Cole, Kris Carpenter, Brian Brown, Casey McGowan, Nichole Miles, John Brewer

**Meeting called to order at Noon.**

**December Minutes**—The December meeting minutes were approved.

**American Airlines**—American announced this morning direct service between BIL and DFW beginning June 2, 2017. John will provide a summary to the full board including funding the guarantee and marketing the new service both inbound and outbound.

**Whistleblower Policy**—The first draft of a proposed “Whistleblower Policy” was discussed. Further definition of what is covered under the policy was requested. Additional edits were reviewed including clarity as to who should be contacted in the event a concern arises with the finance committee. The policy will be revised and distributed to the full board for their approval in January.

**Local Option Authority**—The executive committee reviewed the proposed Memorandum of Understanding between ACT and the Montana Infrastructure Coalition. Concern was shared by all about giving up too much control on the selection of a sponsor, co-sponsors and lobbying. We will have a voice, but not necessarily the lead voice. Each organization shall maintain their existing identity and autonomy. ACT will support the MIC proposed bill with changes that reflect our need to improve infrastructure deemed critical by local voters and local municipalities. Clarity was requested on the meaning of the ability to “petition” for the tax locally. The EC recommends that the ACT steering committee support the MOU.

**Progress Toward 2016-17 Goals**—John provided a brief update on most items identified by the board as a priority this year. This will be shared at the full board meeting.

**January Board Meeting**—Agenda items were discussed.

**Meeting adjourned.**

# PACE REPORT

## MEMBERSHIP DEVELOPMENT

### *Dues Revenue (in thousands)*

	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	40.5	37.2	78.5	45.1	62.6	60.1	116.9	56.7	56.7	71.2	69.8	67.5	762.8	324.0
<b>Actual</b>	46.5	38.8	81.1	46.2	52.7	65.9								331.2

### *Membership Cancellations*

#	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	12	12	12	12	12	12	12	12	12	12	12	13	145	72
<b>Actual</b>	8	11	13	16	17	11								76
\$	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,666	4,666	4,666	4,666	56,000	28,002
<b>Actual</b>	3,386	4,555	6,132	6,570	7,751	4,794								33,188

### *New Members*

#	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	14	14	14	14	14	14	14	14	14	14	14	16	170	84
<b>Actual</b>	17	17	15	19	13	13								94
\$	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Goal</b>	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	6,050	72,600	36,300
<b>Actual</b>	9,300	10,975	7,375	8,450	6,409	5,675								48,184

### **GROUP BOOKINGS**

Bookings	Q1	Q2	Q3	Q4	TYTD	FY Goal	% To Goal
Groups	12	11			23	-	
Room Nights	12,315	5,395			17,710	-	

### **VISITS FOR: billingschamber.com**

	J	A	S	O	N	D	J	F	M	A	M	J	Annual
Actual	3,134	3,591	3,659	2,578	2,680	3,339							18,981

### **VISITS FOR: visitbillings.com**

	J	A	S	O	N	D	J	F	M	A	M	J	Annual
Actual	18,502	21,212	15,718	14,711	10,175	8,580							88,898

### **ROOM DEMAND- REPORTED ON CALENDAR YEAR 2015**

	J	F	M	A	M	J	J	A	S	O	N	D	Annual
Goal	0	0	0	0	0	0	0	0	0	0	0	0	3%
Actual	9.9	3.1	-0.7	0.0	10.6	-5.1	1.1	0.4	-3.0	-2.2	-9.6	-11.0	-6.5

### **ROOM DEMAND- REPORTED ON CALENDAR YEAR 2016**

	J	F	M	A	M	J	J	A	S	O	N	D	Annual
Goal	0	0	0	0	0	0	0	0	0	0	0	0	3%
Actual	-11.0	-5.0	-13.4	9.1	1.9	2.3	-8.9	2.8	11.5	1.1	9.8		-1.3

## CHAMBER MARKETING

### *Media Exposure (actual advertising value in thousands, # of readers (in millions), & # of articles)*

	J	A	S	O	N	D	J	F	M	A	M	J	Annual	YTD
<b>Last Yr \$</b>	87.9	430.9	110.7	245.4	583.5	215.8	253.6	388.1	408.2	63.2	213.2	39.5	3,040	1,674.2
<b>Actual \$</b>	32.2	73.9	235.1	61.4	56.8	84.9								544.3
<b>Readers</b>	2.9	7.8	24.9	5.6	6.1	7.1								54.4
<b>Articles</b>	20	38	88	30	23	27								226

\*