

Board of Directors Handbook

G R E A T E R
Hewitt
CHAMBER

Introduction

Thank you for your service to the Greater Hewitt Chamber! Organizations need a dedicated group of leaders working together to advance a mission. To achieve goals and create positive community growth, board governance requires a vision, strategy, leadership and team efforts. Our team is excited for you to be a part of this journey!

Contents

- Organization Mission
- History
- Budget Overview
- Organization Flow Chart
- Membership Statistics
- Commitment Form
- Organization Roles: Staff, Exec Committee, Board, Ambassadors & Committees
- Chair Positions
- Resources, Documents & Training
- Executive Committee Orientation
- Partnerships
- **Sources:** GHCOG, Texas Association of Business, Texas Chamber Executives, Cooper Foundation, Secretary - State of Texas

Greater Hewitt Chamber's Mission

Since 1978, our mission has been to promote an environment of goodwill and prosperity among businesses, residents and civic organizations in the greater Hewitt area. We strive to foster, protect and promote the commercial, industrial, civic, agricultural and general interests of the Hewitt community.



Who We Serve



Members

- Referrals
- Credibility & Visibility
- Networking/Connections
- Leadership Opportunities
- Sponsorships and committees
- Business Education
- Resources

Visitors

- Entertainment
- City Amenities
- Accommodations
- Community Guide
- History
- Publications
- Resources

Residents

- City Amenities
- Utilities Information
- Community Profile
- Welcome Bags
- Connections
- Volunteer Opportunities
- Resources

Annual Budget: Sources of Revenue

- Memberships
- City of Hewitt
- Signature Event Sponsorships (4-6)
- Publications & Brochures (6)
- Digital Sponsorships
- Monthly Initiatives & Sponsorships (25-30)
- Welcome Bags
- Donations
- Other Partnerships

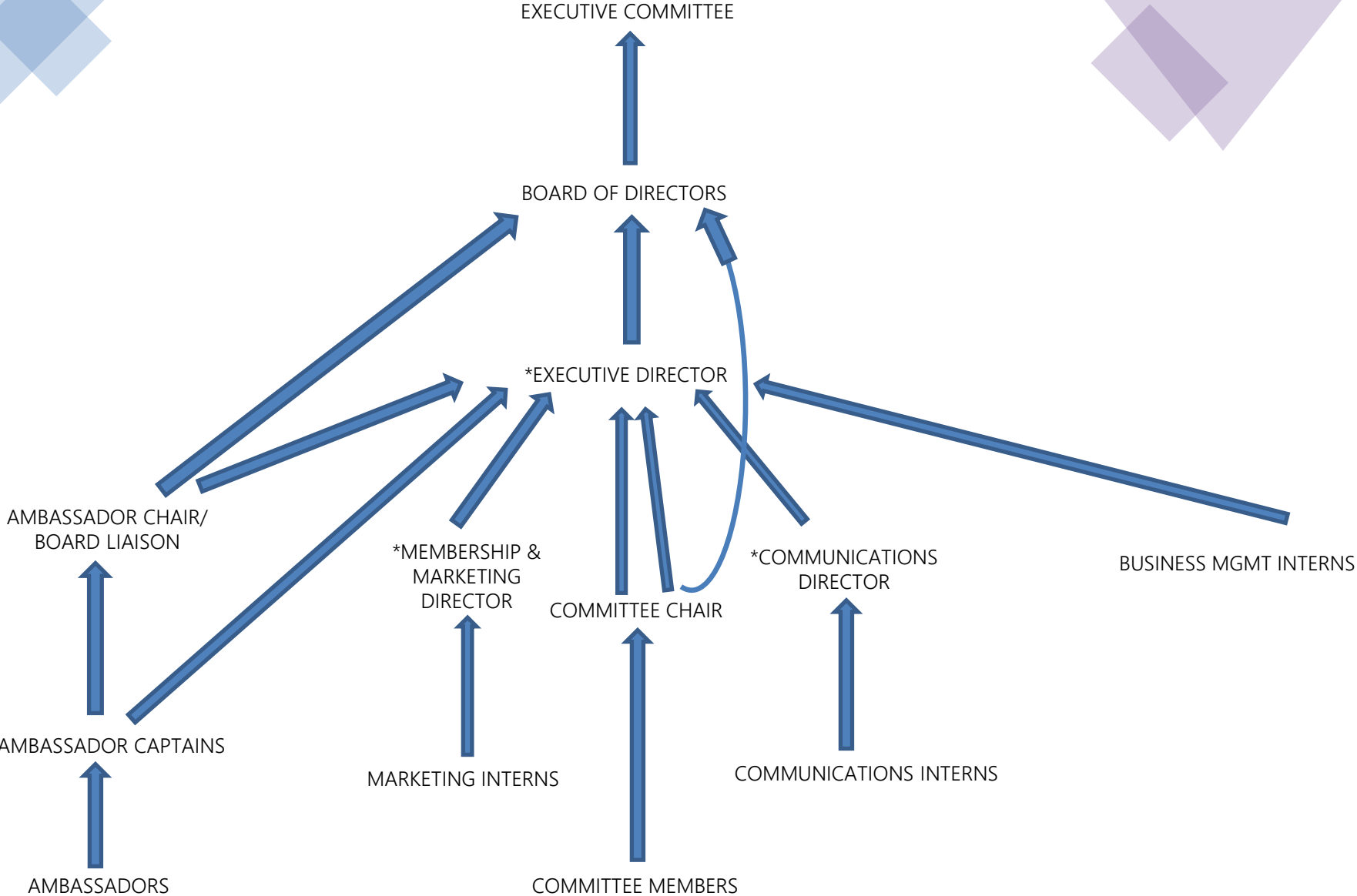
GHCOC MEMBERSHIP COMPOSITION & POPULAR PERKS

85% LESS THAN 30 EMPLOYEES (*485 MEMBERS, 8.1.24)

34 % WACO, 32% WOODWAY, 30% HEWITT, 4% OTHER

- GHCOC logo use for marketing & branding credibility
- Print & website directory listings
- Promote specials in e-bulletin & our social media
- Include items in Welcome Bags
- Member Spotlight in Hewitt Express magazine
- Job postings on website/profile
- Networking Opportunities
- Ambassador and Committee Service
- Membership Orientation, Coffee & Happy Hour with the President
- Ribbon-Cutting Ceremony
- Demographics Resources

ORGANIZATION FLOW CHART: RESOURCES AND COMMUNICATION



The Greater Hewitt Chamber's operations are monitored by the Executive Committee and Board of Directors. Office Operations and staff are overseen by the Executive Director. All staff members report to the Executive Director, and the Executive Director reports to the Board. The Communications Director will also work with Interns on research and advertising projects. The Communications Coordinator may be a resource and assign tasks as needed and the ED is out of office. * = Paid position. Rev. 8.1.24.

CLEAR CUT GOVERNANCE

The Board is the governing body responsible for
(1) Strategy, (2) Policy, and (3) Oversight



STRATEGY



Setting the strategic direction and vision.
Advancing the organization's multiyear strategic plan

POLICY



Creating policies (internal) and positions (external) to benefit members and advance the mission

OVERSIGHT



Overseeing resource allocation, including adoption of the annual budget, and evaluating performance of programs, products, and services

The Executive Director is responsible for management of the organization, including staffing, physical office, protection of assets and other responsibilities associated with a corporate CEO

GOVERNANCE



The Nonprofit Board

The Nonprofit Board is a group of individuals – a team – where no one individual has more authority or rights than any other board member. Board members should be qualified, well-respected, well-informed, passionate, and engaged.

Set Strategic Direction

ASK STRATEGIC QUESTIONS:

- What specific purpose does our organization play in its community?
- Do we have the financial model to be successful over the long term?

- Do we have the right people at the table?
- What are the critical issues that we need to acknowledge and address?
- Do we have the right facilities to meet the current and future need?
- What committee structure will best support the strategy?
- What are the three most important things to accomplish this year? In the next 3-5- years?

Ensure Adequate Resources

CRITICAL RESOURCES

- Talented and strong CEO
- Funding to achieve the mission
- Talented, diverse board
- Reputation

Provide Fiduciary Oversight

Protect the organization's assets in all forms

- Approve annual budget
- Monthly financial statements review
- Annual Review of the 990
- Annual audit
- Internal Controls
- Directors & Officers Insurance

**CEO – BOARD RELATIONSHIP:
RESPECT~CANDOR~INTEGRITY**



GOVERNANCE & MANAGEMENT RESOURCES

GOVERNANCE & MANAGEMENT: SUMMARY

Management - Staff/Paid Role

- Serve Membership, Residents and Visitors
- Human Resources Management
- Community Development
- Organization Communications and Marketing Decisions
- Office Management and Non-profit Compliance Management
- Financial Reporting and Budget Management
- Accounting and Reconciliations
- Manage Quoting or Bid Discussions
- Provide Support, Resources and Information
- Manage IRS Designation(s)
- Follow Employee Personnel Policies
- Follow Operational Procedures
- Audit and 990
- Insurance Renewals Management
- Contract Management
- Relationship Management
- Project Management
- Asset Management
- Manage Donations
- Membership Management
- Uphold positive organization reputation

Governance - Board/Volunteer Role

- Uphold Mission and Bylaws
- Uphold positive organization reputation
- Follow Board Commitment Form
- Ensure Adequate Resources
- Annual Budget Approval
- Committee Service and Input
- Review of Monthly Financials
- Organization Interests over Personal and Professional
- Asset Protection
- Compliance Review
- Obedience and awareness of applicable non-profit laws and regulations
- Fiduciary Oversight
- Recording of Minutes
- Review of 990
- Goal Setting and Strategic Plan Participation

Board Member Support documents:

- **Cooper Foundation Non-Profit Board One-Pager*
- **Important Strategic Questions for Boards*
- **Resources Link: [Nonprofit Resources | Cooper Foundation \(cooperfdn.org\)](https://www.cooperfdn.org)*

GHCOOC DOCS, HUMAN RESOURCES & STANDARD OPERAING PROCEDURES

- Accounting Procedures
- Articles of Incorporation
- Audit Reports
- Bylaws
- Board of Directors Roster
- Board Commitment Form
- Committee & Ambassador Applications
- Directors & Officers Insurance Policy
- Discipline Forms
- Donation Request Forms
- E-mail Communications
- Emergency SOP
- Facebook Group
- W-9
- Incident Reporting SOP
- Inclement Weather SOP
- Job Descriptions
- Membership Orientation
- Monthly Meeting Materials
- Performance Evaluations
- Personnel Policy
- Processing Checklists
- PTO Reports
- Quarterly IRS/TWC Reports
- Sales Tax Exemption
- Simple IRA Plan
- Social Media Policy
- Specials Events Insurance Policy
- Staff Orientation
- Staff Training
- Surveys
- Staff Mileage Reimbursement
- Strategic Plan
- Timesheets
- Time Off Request Forms
- Training Opportunities

COMMITMENT FORM: SUMMARY

PLEASE READ ENTIRETY OF DOCUMENT BEFORE SIGNING

- Support the Mission
- Read and understand roles of Board, Staff and Committees
- Read and understand Committee Support requirements
- Read and understand training requirements: *Training is required annually for all no later than Jan. 1, 2025 (build into Strategic Planning/online resources to be provided by ED). After Jan 1, training is required every two years for all board members.*
- Read and understand time commitment
- Read and understand attendance expectations
- Review board meeting dates and RSVP expectations
- Abstention when voting should only occur with a conflict of interest
- Maintain your membership
- Always practice professional representation of the chamber
- Always ask when you have questions! 😊

ORGANIZATION ROLES: MANAGEMENT - STAFF

- Paid Position(s)
- Execute Mission, Goals, Projects, Communications and Community Initiatives
- Provide resources to Members, Residents, Businesses & Visitors
- Manage operations, projects, procedures, financials, development and organization goals
- Organize and execute marketing and overall event or initiative details
- Chamber and event marketing decisions
- Oversee, organize, monitor and provide support and clear communications to committee operations
- Manage Ambassadors, volunteers, activity and assignments
- Manage clear communications between directors, volunteers, residents and partners
- Report and provide support to the Board of Directors
- Maintain positive, professional relationships and Chamber reputation
- Review and present member complaints to Executive Committee
- Communicate complaints to the Executive Committee
- ****Also includes but not limited to upholding of Mission, Bylaws, Personnel Policy, Standard Operating Procedures & Policies and Accounting Procedures***

ORGANIZATION ROLES: EXECUTIVE COMMITTEE

Executive Committee Role – Detailed Breakdown: GHCOC Bylaws, Article 5

The Executive Committee shall be composed of the President as Chairman, Vice President, Directors At-Large (2), the Treasurer, the Secretary, and the Immediate Past President. The Executive Committee may meet as needed. It shall be the function of the Executive Committee to act, when considered necessary by a consensus of the members of the Executive Committee, in an executive capacity between meetings of the Board of Directors, upon matters requiring immediate attention and in cases where it seems impracticable to have a special meeting of the Board of Directors.

The Board may, from time to time, delegate such other powers and functions to the Executive Committee, as the Board may deem advisable. The Executive Committee holds the responsibility of the Nominating Committee except as may be otherwise stated in these Bylaws. Any vacancies of the executive committee will be filled as follows: The President will nominate the individual and he will be subject to board approval before taking on the responsibility. The individual will serve out the remainder of the term. The Executive Committee will have the responsibility to suggest salary and bonus for each employee which would be presented to the budget committee for formulation into the budget. Once the budget committee has formulated the budget and the budget has been reviewed and approved by the Executive Committee, it will be submitted to the Board of Directors for final approval. The duties of the Executive Committee shall also include, but are not necessarily limited to the following:



ORGANIZATION ROLES: EXECUTIVE COMMITTEE

- Hire the Executive Director and propose a compensation packages, subject to Board of Director approval
- Serve in an advisory capacity to the Board of Directors and the Executive Director
- Act as Steering and Long-Range Planning Committees for the Board of Directors
- Serve as a Personnel Committee for employment matters concerning staff and address workplace issues related thereto.
- Conduct Research to assist in Strategic Planning.
- Establish and sunset committees and task forces except as may be otherwise stated in these Bylaws.
- Provide leadership and insight to the Board of Directors and the Chamber membership.
- Take the lead on the education of Board members
- Evaluate Executive Director Performance 2 times per year

ORGANIZATION ROLES: EXECUTIVE COMMITTEE

1. New Officers Preparation

- a. 6 Year Commitment
- b. Important Partnerships Overview
- c. Executive Committee Meetings (2-3 x/year, as needed)
- d. Resources (to be provided for reference by Staff)
 - Chamber Depot History/City Building
 - Exec, Board, Ambassador Committee Member, Ambassador Captains and Staff Roles
 - HR Docs
 - Projects & Events/Revenue Resources
 - Audits
 - Signature Cards
 - Financial Procedures
 - Disbursements, processing, reconciliations (ED Tasks)

2. Disbursements - 2 approvals required if over \$100

- Bi-weekly (15th and 31st)
- Review electronic transfers
- Review/approve invoices
- Sign checks/Initial invoices
- Review/Approve Payroll

3. Incoming/Outgoing Presidents' Meeting

- Budget w/ Budget Committee
- Annual Write up for Publications
- Committee appointments process – Ad Hoc
- Annual report (video/banquet, Outgoing)
- Presidential Video for Banquet
- Disbursements Process
- Staff / ED Performance Reviews
- Executive Meetings
- Quorums
- Excused board meeting absences
- Agenda review and board meeting preparation
- Board
- Strategic Plan Annual Review
- Commit to 2 Signature Events
- Mentorship and facilitation of incoming President

ORGANIZATION ROLES: EXECUTIVE COMMITTEE

4. Human Resources – Executive Director Responsibilities

- Performance Evaluations (2 minimum/year)
- Office Management
- Leadership
- Payroll liabilities
- TWC Reporting and IRS 941 Reporting
- Organization operations
- Accounting Procedures
- Mileage Reimbursements
- Direct Deposits
- Simple IRA for Staff
- Job Descriptions
- Timesheets
- Training
- Partner Organization support
- Interns

5. Review Board Meeting Procedures

- Minutes
- Quorum
- Voting – Approval/Acceptance Items
 - Acceptance – Financials
 - Acceptance - Ambassadors – Minutes documentation (approved by Ambassador/Exec committee before board meeting)
 - Acceptance – Audit presentations
 - Approval - New Members, Minutes
 - Approval – Board Members, Ad Hoc Committees/New Events & Committees, New Rates, New Policies, Bylaws Revisions, Budget amendments, Donations from events, staffing, paid interns
- Committee Reports
- Closed Session
- a. Review Annual Meeting Reports (video by outgoing/incoming presidents to be shown at banquet/celebration)
- b. Review Current Committees

ORGANIZATION ROLES: BOARD OF DIRECTORS

Board Member Role

- Volunteer Position(s)/Members Only
- Review monthly financials
- Govern Staff / Review Operations
- Monitor Chamber Operations
- Measure Goals
- Review / Approve Operations
- Approve Annual Reports and Audits
- Attend and participate in Strategic Planning, Goal Setting and Action Plans
- Earn \$500/Quarter Hewitt Dollars - volunteering and fundraising
- Provide Leadership /Professional Guidance to Staff, Ambassadors and Volunteers
- Fulfill fiduciary duties or obedience, loyalty and care
- Ensure stability through fundraising
- Follow Commitment Form Expectations
- Professionally represent the chamber
- Serve on a Committee
- Wear chamber badge at chamber functions
- Attend City of Hewitt Council Meetings
- Avoid mission drift
- Avoid chamber related business discussions outside of staff awareness
- Avoid solicitation, communications, implications or requests for products/services/bids
- Sell Raffle tickets
- Fully prepare for meetings
- May serve as Chairperson of one committee

ORGANIZATION ROLES: AMBASSADOR & COMMITTEES

Ambassador Role

- Volunteer Position/Members Only
- Communicate regularly with Captain
- Attend Events – Especially Ribbon Cuttings!
- Recruit and Retain Members
- Positively represent chamber as an extension of the Board
- Invite Guests to Events
- Sell Raffle tickets
- Earn \$400/Quarter Hewitt Dollars - Volunteering and Fundraising
- Share events, posts and images
- Professionally represent chamber
- Board Representation Eligible

Committee Member Role

- Volunteer Position/Members Only
- Be teachable and coachable
- Provide input and communicate fresh ideas
- Support Chamber Staff/Committee needs
- Volunteer at the Signature event you're serving
- Sell Raffle tickets
- Confirm Donations/Sponsorships when serving on committee (*members only)
- Share events, posts and images
- Professionally represent chamber
- Provide report to Board of Directors (Chair)
- Chairperson (board member) responsible for communicating extenuating circumstances and results in debrief report

All committee members and volunteers are expected to always represent the chamber in a professional manner. Any unprofessional activity will be documented and addressed, as necessary.

GHCOC CHAIRPERSONS & SUB-COMMITTEES

Chairperson

Duties include the responsibility of working alongside the guidance of the chamber staff, communicating committee progress to the Chamber staff and Board of Directors. Chairpersons will be nominated and voted for approval by the committee during first meetings. The chairperson should be an active board member and serve a minimum of one year on the committee to become eligible to serve as Chairperson. No one person should serve as the Chairperson for two consecutive years. The Chairperson is also responsible for completing a plan of action (supplied by Staff), supporting in the designation of needed sub-committees and monitoring task list progress.

Co-Chairs and Sub-committee Chairs

Each committee's sub-chairs may vary, and task lists will be provided, breaking down needs for a successful event from 10 months out to post-event. Duties include the responsibility of working alongside the guidance of the chamber staff, communicating committee progress to the Chamber staff and Chairperson. Always working towards a leadership position.

Sub-committees will be designated during the first meeting and positions may include:

- Awards and Prizes
- Charity of Choice Point Person
- Cornhole Tournament
- Costume Contest
- Decorations
- Door Prizes
- Donations
- Entertainment
- Food Trucks
- Golf Team Recruitment
- Kids Zone
- Point Person/Liaison between benefiting organization
- New Sponsorships
- Parking
- Raffle Packages
- Vendors
- Volunteers

ROLES SUMMARY

- Attend meetings and provide support to event goals, staff and chairperson.
- Be current with dues.
- Immediately report to an executive board member or staff of any inappropriate behavior witnessed.
- Avoid intoxication and foul language at chamber events and other public settings.
- Avoid disparaging other Chamber members and their professional peers/competitors.
- Be respectful of others' property.
- Maintain a professional appearance.
- Avoid conflict and address poor behavior of those with or around you.
- Always represent the GHCOG professionally, not just chamber functions.
- Board Members, Ambassadors, Volunteers and/or Chamber members and event vendors may be asked to leave any Chamber facilitated event or function if they display behavior which is observed to not comply with responsibilities and expectations as stated in this Commitment.
- Be teachable and coachable.
- Communicate with Captain/Chairperson and Staff as needed.
- Wear Name Badge for Credit
- Provide input and ideas for chamber events.
- Support Chamber Staff/Committee needs by attending meetings/e-mail communications.
- Volunteer at the Signature event you're serving.
- Selling Raffle tickets.
- Confirm Donations/Sponsorships when serving on committee.
- Share events and images from Chamber's social media.
- Professionally represent chamber.
- Provide report to Board of Directors

AMBASSADOR APPLICATION PROCESS

- Apply at Hewittchamber.com/Ambassador
- Applicants must be current GHCOG members, in good standing with \$0 balance
- Applicants expected to serve on a signature event committee
- Applicants expected to volunteer at a least one of six signature events
- Staff Reviews application > Ambassador Committee for review > Executive Committee
- Staff E-mail to applicant communicating process and status
- Communications to New Ambassador from Captain
- Application presented to Board of Directors
- Calendar invitations for all events from staff
- Required to attend Ambassador Training
- Applicant to receive badge & name on website once \$100 Hewitt Dollars have been earned
- 2024 Chairperson: Donna Muhlman & Captains: Andy Westra, Diana Crow, Ken Noble, Matthew Boudreaux

PARTNERS



Regional Chamber Marketing Partners: Temple, Belton, Killeen, Georgetown, San Marcos, Lake Whitney, Hillsboro, Clifton Chamber, Round Rock, NW Tarrant County Chamber

PUBLICITY & TOURISM PARTNER

The Chamber works closely with the City of Hewitt on business, economic and community development; the Chamber also works with the city to promote tourism, parks, Hewitt's hotels, amenities and serves as a visitor center for Hewitt.



CITY OF HEWITT

HEWITT TEXAS



Steve Fortenberry – Ward 3, Mayor
Michael S. Bancale – At-Large, Mayor Pro Tem
Open – Ward 1, Council Member
Brad Turner - Ward 1
Bob Potter – Ward 2, Council Member
Johnny Price – Ward 2, Council Member
Dr. Erica Bruce – Ward 3, Council Member



City Manager, Bo Thomas



Assist. City Manager, James Devlin



City Secretary, Lydia Lopez

STAFF CONTACT INFORMATION



MISTI SMITH

Communications Director

Misti@HewittChamber.com

On Staff since 2022

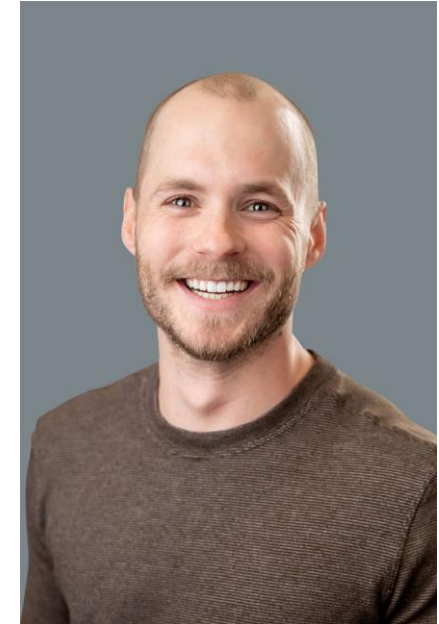


ALISSA CADY

Executive Director

Alissa@HewittChamber.com

On Staff since 2010



JAKE SMITH

Membership & Marketing Director

Jake@HewittChamber.com

On Staff since 2022

Did you know?

- *A business outside of Hewitt's city limits can join the GHCO?*
- *Memberships run 12 months*

E-mail Jake@Hewittchamber.com to submit information for social sharing