"You Need an Intervention!"

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Since first established in the United States in the 1700s, chambers of commerce have become widespread across the country and are recognized as the welcoming entry point for business into a community or region. While chambers vary in size, the scope of business and reputation, James Foster was the CEO for a successful chamber that had grown in both membership and governance with a large board that did not show indication of stabilizing. How did a successful chamber CEO navigate reducing the governing board while not resulting in disengagement of the members?

This discussion is useful to any executive of a voluntary membership organization or associations that are governed by a voluntary member board. Non-governmental organizations (NGO's) can find this helpful in their strategic planning discussion for effective board management.

INTRODUCTION

James Foster was networking among the fellow chamber of commerce association members Senior Managers and Chief Executives. When talking with a group at the annual conference at a coastal resort, as they all enjoyed the relaxed setting of a Gulf Coase sunset, he joined a discussion about working with volunteer boards of directors. "Hey, James," a fellow chamber of commerce CEO said, "tell everyone how big YOUR board is!" There was audible laughter when he replied, "We have 130 board members and growing at The Metro-City Chamber of Commerce." Having earlier that day assumed the position of Chair-Elect of the state association for Chamber Professionals in September 2013. "Great, he thought, this is a bad start to showing my leadership." "Oh, man," a fellow chamber CEO said, "you need an intervention!"

The reaction was because the fellow chamber of commerce executives knew, in general, that the Metro-City Chamber board of directors' size was an exception to the standard size board of directors. "It's really not that bad to manage," Foster said as he wondered if he believed his comment. He had thought of how he had worked at other chambers of commerce with smaller boards and had been able to be strategic and that these were more manageable regarding strategy and focus. With over 20 years working in the chamber of commerce industry, Foster had worked at various community size chambers of commerce. His academic advisor in college shared the opportunity of economic development as a career choice to Foster. That opportunity led to an internship in a chamber of commerce in his hometown, and he knew he was hooked. He liked the variety of the job. The pace was always active, and he got to work with community leaders and learn about business strategy from a variety of industry perspectives. This kind of job, Foster quickly realized, was where he wanted to spend his career. However, now, he was facing a tricky problem with his large board of directors.

Although Foster had experienced the large board for his chamber, having 35 directors on a Chamber board puts comparably sized chambers in the 75th percentile according to data from the Association for Chamber of Commerce Executives (ACCE). ACCE was the chamber of commerce industry’s source for benchmarking data on performance and research. By contrast, the Metro-City Chamber of Commerce (the chamber) where Foster was in his fourth year as the CEO, was at the 120th percentile. That was a considerable size gap for board governance membership.

Foster knew the overwhelming board had an impact on governing the chamber, but the solution would not be simple.

The rest of the conversation continued with the discussion of

- How did the board get so large?
- How could anything get accomplished with a board that size?
- How frustrating it must be to have so many board members.

The issue of the board size had been discussed with the Directors of the Metro-City chamber several times over the past few years. Each time the Directors themselves concluded the growing board of directors was not a concern. The mission of the Metro-City chamber was:

To serve our members and enhance our community by building business success.

There were mixed views on whether a large board of directors enabled that mission to succeed or if it hindered the progress.

At the annual board retreat in the fall of 2012, there were 130 board members and approximately 50 additional guests in attendance to discuss the future planning for the organization. When governance of the chamber was considered, there were two questions asked of the group:

- How many of you had not bothered to read the board book before a board meeting because you decided that if something significant needed to be addressed, someone else would bring it up?

Over 70% of those in attendance said they previously had made that decision.

- Who had ever decided to skip the board meeting at the last minute, thinking they would not be missed due to the large board?

Over 65% of the board members in attendance at the retreat said they had skipped a meeting at the last minute with that reasoning.[1]

Years ago, previous leaders of the chamber must have had a hint that this would have potentially been a problem. They wrote the by-laws to allow for a lower than typically accepted quorum to action at board meetings. There was a widely accepted set of procedures for governing an organization and the rules for running their deliberative gatherings called Robert's Rules of Order.

According to Robert's Rules of Order, a quorum was defined as 50 percent of the voting members of the body plus one additional vote of the membership of the governing body. However, if the by-laws of the organization specifically addressed the quorum requirements, that would have over-ruled Robert's Rules of Order. Robert's Rules of Order was not the required rules for governing a meeting. They were basic standards for running a meeting objectively.

In 2013, The Metro-City Chamber by-laws stated that only 35 voting members needed to be present to have a quorum. With a board of 130 and if only the minimum 35 attended, this meant:

- A motion could have been made, and action was taken with a simple majority of 19 voting board members of the chamber.
- That allowed for 14% of the total board to speak and act for the organization.
- The 19 directors who could have determined an action for the chamber represented only .016 percent of the chamber membership of 1,200.
- There was not a violation of standard governing practices under Robert's Rules of Order.

[1] Metro City Chamber of Commerce. (2012). Summary Notes 2012 Annual Planning Conference. In *Annual Planning Conference* (pp. 4-5). Metro City.

However, the question of appropriateness was one to consider.

Not only was it essential to look at the procedures for governing an organization, but it was also important to understand the general question of why a business commits to a chamber of commerce with time and financial resources. Knowing how to balance these two issues could help identify how to shift the Metro City Chamber board to a more manageable size. There was one theory that joining a chamber was part of what a business did to connect to other companies in the community. In *Commitment on the Board: A Model of Volunteer Director's Levels of Organizational Commitment and Self-Reported Performance,* Stephens, Dawley, and Stephens referenced the three-component model of effective, normative and continuance commitment.

In their study, they theorized the affective component of membership was the emotional attachment a person had with the organization. This attachment was part of a person's identity. It could be connected to the degree they wanted to participate in the organizations business deliberations; also, it was their emotional attachment to the chamber of commerce board.

The normative commitment was the second component. It was more of an obligation or a sense of duty to the organization to serve on the board. A member with this commitment believed that if they joined, they were obligated to be involved and, at times, it could be a moral responsibility to them. They felt a sense of duty and tended to stay involved after their term was over. This commitment had a necessary level of obligation tied to membership.

The third component of commitment to an organization cited in the study was continuance commitment, which was based mainly on economic reasoning. How the individual member's future opportunity and growth within their company that was a chamber member or the chamber involvement would enhance the person's ability to grow in their career by changing employers was the factor. The person in this situation felt the need to continue their involvement for personal economic reasons.[2]

CHAMBER OF COMMERCE INDUSTRY

At the end of 2009, there were approximately 13,000 chambers of commerce in

[2] Stephens, R., Dawley, D., & Stephens, D. (2004). Commitment on the Board: A Model of Volunteer Director's Levels of Commitment and Self-reported Performance. *Journal of Management Issues, XVI* (4), 483-504.

the United States. They were diverse in size and organizational structures.[3] Chambers of commerce existed with many misconceptions regarding their brand and organizational structure with the public. The term "chamber of commerce" was a term commonly known to many people, but far fewer people understood what a chamber of commerce was or what one did. Some of that was the result of the chamber industry not branding itself to the general population. Chambers tended to focus on publicizing their projects, initiatives, and events rather than a self-directed image strategy. It created a perception void that others filled themselves. There was a familiar saying among the chamber of commerce professionals: "If you have seen one chamber, you have seen one chamber." The saying meant that no two chambers of commerce were precisely alike. They tended to reflect their unique community or service area.

These independent, not-for-profit organizations were not formally affiliated with the government and acted as private membership associations. They were entirely dependent on the dues investment they raised and other related funding. Conversely, in many countries outside of North America, businesses were required to join their local chamber of commerce. Membership was considered like a business tax and had resulted in chambers of commerce that had larger budgets and memberships than their counterparts in North America. Because of their quasi-government required memberships, it also resulted in expanded bureaucratic programs. Many governments require the chamber to do functions that are typically done by the government, which increased the bureaucracy mindset. In these countries, there were "public law" chambers that receive public funds through the required to join structure, and there are "private law" chambers that operated like the chambers in North America.

"Not-for-profit" (IRS Code 501(c) 6) was an Internal Revenue Service tax term. Chambers did not pay corporate income tax on profits realized through the operations of their core mission. They did pay tax on unrelated business income, as defined by the IRS. For example, the net profit from producing a community guide or maps was taxed. However, the net earnings from events such as the annual meeting were tax-free.

Many chambers of commerce had foundations that were considered non-profits (IRS code 501(c) 3). Different rules governed these organizations because they were legally separate organizations. The chamber leadership usually served as the foundation leadership in a separate meeting. For a chamber of commerce, most often the foundation supported education-related or religious topics ranging from

[3] Chamber Basic Primer Version V. (2009). Retrieved from http://www.acce.org

K-12 education, workforce education training, leadership development, and related educational issues. Contributions to each type of organization were treated differently by the IRS for deductibility and had specific criteria to be considered when claiming a portion or the entire amount as a tax-deductible contribution.

ACCOUNTABILITY

For accountability, there was increasing interest among staff and volunteers in developing a "scorecard" to measure the progress and success of a chamber of commerce. In the case of Foster and the Metro-City Chamber, the scorecard aligned with the chamber's mission: Minding your business through valuable connections, events, leadership development, and business advocacy.

Items that were under consideration for the scorecard were financial performance compared to the budget, new and retained memberships, board attendance at board meetings and Metro-City Chamber events, and other issues related to the performance of the volunteers and staff. The scorecard gave the board a visual picture of how the organization was progressing. The monthly measurements helped them decide the direction for the chamber they governed and put a spotlight on a problem early in the process while there was still time to improve on the issue before the situation was unsalvageable.

Designing a scorecard to measure only progress was still resulting in a lack of valuable information. The scorecard had to include the funding requirement for the initiative and staff requirement attached to the measurement. The visual measurement model helped the directors identify the cost value of the effort and determine how they would allocate their limited resources of budget and staff. The crucial element was the role of the CEO in identifying the issues, costs, and staff allocation, based on the vision of the board of directors, to guide the directors to the best decision for the chamber with the flexibility to adjust as the measurements were adjusted.

According to Mick Fleming, the President, and CEO of ACCE, there was a movement across the United States to have "task forces" rather than "standing committees." According to Fleming, "There was too much going on, at too fast of a pace in an always shifting environment, to think a standing committee structure was going to be agile enough to address what needed the attention of the bigger organization." A task force structure allowed a group to focus on a specific issue, resolve it, and then end the task force. If needed, another a task force was established to address the issue. The task force process still required an engaged board of directors to determine what task forces were needed and when it was time to dissolve a task force.[4]

BOARD OF DIRECTORS STRUCTURE

There were clear guidelines on organizations needing a governing body to function. A Board of Directors, as defined by Robert's Rules of Order Simplified and Applied, was:

> An administrative or managerial, or quasi-judicial body of elected or appointed persons which had the character of a deliberative assembly with the following variations:
> - Boards had no minimum size and *were frequently smaller than most other assemblies*; (emphasis added).
> - While a board may or may not function autonomously, its operation was determined by responsibilities and powers delegated to it or conferred on it by an authority outside itself.[5]

Following this definition, the Metro-City Chamber had been following Robert's Rules of Order. The exception was that the Metro-City Chamber Board of Directors was not "smaller than most other assemblies." The reality of having a large board had been bothering Foster since he returned to the chamber for the third time in 2009. His first time working at the Metro-City Chamber was in 1986 as a Project Manager in the industrial development department. The department was responsible for leading the recruitment and retention of businesses to the Metro-City region. The chamber had contracts with the city and county to conduct the business recruitment activities for those government entities. At that time, the board had 35 members. After five years, he left the chamber to advance his career. Three years later he was hired to return to the chamber to be the Director of the business recruitment department. In that period, the chamber Board of Directors had grown to 54 members. Since leaving the chamber the second time until his return in 2009, the board had grown to the current size of 130. (Exhibit 1)

The Metro-City Chamber staff developed a job description for the members of the board. This idea first was discussed when the chamber was applying for accreditation from the United States Chamber of Commerce. According to the United States Chamber of Commerce accreditation criteria, the Metro-City Chamber was accredited as a "Five Star" chamber of commerce. Less than two percent of chambers in the United States had been able to achieve this status of accreditation. This accreditation was based on an extensive documentation and

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[4] Personal Interview. (2017). [In person]. Tampa, Florida

[5] Webster. (2001). *Webster's New World, Robert's Rules of Order, Simplified and Applied* (2nd ed., p. 165). New York, NY.

review process requiring a chamber to exhibit a comprehensive and inclusive system of organizational structure and document the performance of success. One of the many criteria required was a job description for the Board of Directors, Executive Committee, and each volunteer officer of the chamber as well as the staff. (Exhibit 2) The job description was also used to help focus the board of directors to the purpose of their service and the mission of the Metro-City Chamber.

CHAMBER MEMBERSHIP STRUCTURE

Along with the generally accepted practice of Robert's Rules of Order, an organization had a document commonly referred to as "by-laws" that are specific to the organization. (Exhibit 3). The by-laws explained the general purpose, structure, and rules of the organization. According to the by-laws of the Metro-City Chamber, "The voting members of the board of directors shall be…the Chair, Chair-Elect, Treasurer, and at least 35, but no more than 150 Directors. The board members are voted on or appointed by:

- All "Partner" level members were elected by the Executive Committee. Partner members were the top-level members that paid at least $15,000 in dues per year.
- When Foster started as CEO, there were 18 Partner level members. In 2013, the number had increased to 61. That grew the board by 43 board members.
- Three groups of up to 15 members in each group elected to a three-year staggered term. Each year there was one group of 15 in their third year of a three-year term, one group of 15 in their second year of a three-year term, and one group of 15 in their first of a three-year term on the board.
- Six members appointed by the Chair for a one-year appointment.
- Eight community organization representatives in Ex-Officio, voting board member positions.
- Each Past-Chairs was appointed to the board as Ex-Officio for life. As Foster considered his predicament, there were 12, but the number kept growing each year.[6]

"Ex-Officio" was a Latin for "by virtue of office." An Ex-Officio member of the Metro-City chamber board was a member because of the role they had in their organization. For example, the Mayor of Metro-City had an Ex-Officio seat on the board. Once the current Mayor no longer serviced as Mayor, the board seat would be passed to the next Mayor without consideration of the length of time the

[6] *Metro-City Chamber of Commerce By-Laws, Revised*. (2010). printed document, Metro City

exiting Mayor had been on the board. It was up to each organization if the Ex-Officio members had voting rights. For the Metro-City Chamber, all Ex-Officio members had voting rights except for those representing government agencies (Mayor, school board Superintendent, Director of economic development for the county, and, from time to time, others). Because the Metro-City Chamber advocated to the government, the separation of voting was necessary.

The Metro-City Chamber had five levels of membership. The first four were called "FIT" levels, One through Four. The name referred to the right "fit" level for a business to join and short for what benefits they received, depending on the level they joined. There were specific, targeted benefits that did not accumulate as a member moved to a higher level of membership. The strategy was to craft the benefits of value targeted to a specific member level exclusively. The higher-level members would have to pay for the benefits that a member at a lower level received as part of their FIT level. The top tier was called the Partner level, and, like the other levels of membership, Partner level members had their unique list of benefits. The most valued benefit was a seat on the board of directors for members who paid Partner level investment dues. (Exhibit 4)

The Metro-City Chamber had considered placing a cap on the number of Partner level members that could join the chamber. The set $15,000 minimum investment amount was initially set in 2004 when the FIT model was developed and implemented. There had been discussions at the Membership Committee about raising the minimum investment amount, but the group had made no definitive decision. The membership sales staff was concerned that denying a potential member entry as a Partner was going to be rejecting a member sale which would directly impact their commissions. The membership sales team was compensated with a base salary plus a commission on the new member dues they brought to the organization. They also were paid through a separate formula based on the memberships retained each year. Additionally, the question was asked if it makes business sense to deny a company that wanted to be a member of the chamber at the top tier level if they were willing to invest. Not allowing a company to join had the potential for discrimination and could cause them to go to another membership organization and not join the chamber.

A focus group of the current Partner level members was gathered to discuss the options for Partner level members in the future. Some recommended capping Partner level member participants. If they adopted this option was selected, the staff suggested that the minimum Partner level investment amount should be significantly raised. The idea of increasing the Partner level investment amount when a cap was placed on the number of Partner level members was met with resistance. The Partner members knew the investment amount had been the same for nine years, but they did not want to see it raised.

"I only have so much in my budget for this type of expense. If you raise the investment level, I will take it from my event sponsorship money for the Chamber or money used to purchase tables at Chamber events. You are forcing me to shuffle money for the same net amount to the Chamber."[7]

Compared to the other business organizations in the area that were competing for investment from the business community, the Metro-City Chamber had the lowest amount required for the top member level that included a board seat in the organization. In 2013, two other organizations were doing similar mission work in the community. The Metro City Economic Development Association required $25,000 to receive a seat on the board. This organization represented the same territory as the Metro-City Chamber. The two organizations traded board seats for their respective Presidents to work together cooperatively. The Metro City Regional Alliance required $50,000 to have a director's position on the board. This organization covered a five-county area, including Metro-City's region, and purposely aimed for a small number of elevated level investors wanting an exclusive atmosphere among their members.

ORGANIZATION	MINIMUM DUES AMOUNT WITH BOARD SEAT INCLUDED
Metro City Chamber	$15,000
Metro City Economic Development Assn.	$25,000
Metro City Regional Alliance	$50,000

Conversely, chambers of commerce focused on portraying an atmosphere of inclusiveness to the greater business community. Foster had previously said to his board, "We can raise our top-level investment amount to $20,000 and still be the 'bargain' in town by being $5,000 less than the nearest amount in another organization." There was little support among the board and, specifically the Partner level members, to increase the top FIT level amount

The Partner members desire not to increase the investment amount caused Foster to realize the idea of staying with a continually growing board was a problematic reality for the foreseeable future. Staying with this increasing board size required significant work from senior-level staff. For example, knowing which member was at what level and where they were in their term on the board was a complicated spreadsheet for such a large group. The issue was complicated when

[7] *Metro-City Chamber of Commerce By-Laws, Revised*. (2010). printed document, Metro City

a Director became an officer (Chair, Chair-Elect, or Treasurer). When that happened, the term limit clock stopped. The exemption prevented someone who was an officer and possibly a future Chairman from being termed out and not able to assume the Chairmanship before they maxed out their term. This complication for staff was one that always took particular note.

Conversely, Directors rarely kept up with their board term completion date. The confusion required the staff management to update each board member at the midpoint of each year to prevent hurt or offended feelings when someone realized they were at the end of their term at the end of the year and would not be returning to the board. Board term expectations were a crucial element of board management, and it was becoming an increasing part of management's time and efforts.

BOARD GOVERNANCE

Ongoing governance with a large board meant there was continued difficulty to get the board to act aggressively, strategically, and with continuity from meeting to meeting. Foster wanted an engaged board that had strong attendance at meetings and participated in activities between meetings, was going to be an ongoing problem. How to engage the members who have joined the board for their benefit or other reasons than advancing the organization had become an issue and would continue with a large board.

The Metro-City Chamber staff also considered another potential solution to this problem: shift much more decision authority to the Executive Committee. The Executive Committee had 14 members who all were also on the Metro-City Chamber Board of Directors. According to the by-laws of the Metro-City Chamber, the duties of the Executive Committee were:

- Monthly review of the financial statements and investments.
- Approval of unbudgeted items.
- Approval of the legislative agenda.
- Approval of member dues and benefits.
- Approval of policies and procedures.
- Employment of a President and CEO subject to the approval of the Board of Directors.
- Approval of Partner level members and designated board member representatives.
- Other duties assigned by the Board of Directors.

The Executive Committee had the authority to act for the chamber between meetings of the Board of Directors. Actions of the Executive Committee were reported to the Board of Directors at the next regular meeting.[8]

If it were decided to shift more authority to the Executive Committee, that governing body would then have more of the operation authority for the chamber than the board of directors would retain. This authority would have allowed a streamlined process to be in place and increased the opportunity for consistency in the decisions for the chamber. The risk was that an empowered Executive Committee had the potential result of a less empowered board of directors. If the board viewed their responsibilities as diminishing, would they question their purpose and the value of the time they invested? Would companies want to continue to pay $15,000 a year to get a board seat when the board became a reporting and informing and a non-deliberating entity? There was a direct correlation between the two governing organizations and how they balanced each other's authority.

There is one study Foster found that caused him to wonder if he had a problem. According to the study, there was not a correlation between board size and commitment of board members. The study concluded that the responsibility and self-evaluation of individual performance (of board members) was not lower due to a large board.[9] While board size was identified as an essential factor for performance; their research showed that it did not significantly impact performance as a stand-alone factor. Was the same true for the Metro-City Chamber? It seemed to be affecting the organization but data from the study determined otherwise. The study called into question the utility of board size in future commitment research. Board commitment was documented not to have been impacted, but Foster still believed board performance was affected with a large board.

Staff had discussed the idea of attendance requirements for Directors. At the time, the chamber had no attendance requirement. The Metro-City Chamber had 12 meetings per year. The proposal from the staff was that if a member attended only eight of the 12 regular board meetings, they would meet the attendance requirements as proposed. If they missed three meetings, staff had recommended, the member would be removed from the board. Staff analyzed only the top-level Partner members showed that, based on the attendance records from the previous two years, over half of the Partner level members would be removed from the board due to poor attendance. That would have resulted in a potential loss of over $450,000 in investment in Partner level dues. Additionally, it most likely would have impacted the sponsorships and attendance at events by Partner level

[8] *Metro-City Chamber of Commerce, Partner Level*. (2015). Presentation, Metro City
[9] *Metro-City Chamber of Commerce By-Laws, Revised*. (2010). printed document, Metro City

members. Did Foster want to make the attendance requirement official and take that risk of losing significant investment?

There was one long-term idea to adjust the board size to a manageable level. Was it possible to have a strategy to reduce the board size slowly over multiple years? Before the Nominating Committee met each year, the incoming Chair could decide to leave a few board positions open. Over time, the smaller amount of board seats available each year would have worked as the new normal. Additionally, the Metro-City Chamber had the practice to review the by-laws every five years to determine if an update was needed. Through this process, as the new normal would become accepted, the by-laws would be updated to reflect the slight reduction in board size. This possible solution required a long time to realize any level of success.

Because it would take so long to accomplish the board reduction over time, there was a risk that increased Partner level members would grow faster than the board reduction through the proposed plan to leave board seats unfilled. That would negate any progress this strategy could implement a reduced board. Also, the chance of each Nominating Committee Chair (who was also the incoming Chairman of the chamber) agreeing to leave several positions open each year was doubtful. Previously, all the Chair-Elects had resisted this change in the past. Incoming Chairmen tended to want to fill their available board positions with friends and business associates. As Foster considered how to implement this strategy, he wondered if he could develop the tactics to achieve such a long-term plan or if he should focus on one of the other potential solutions.

When Foster reflected on his discussion with ACCE President, Fleming, he remembered one of Fleming's last comments. He told Foster, "You have a complex choice to make that will affect decision-makers that control your future as well as the organization. However, any decision you make will have a pain factor that will need to be considered." Foster realized that something had to be done to bring the problem under control. Which decision was the most strategic solution to the growing governance problem without angering part or all the board?

How was Foster going to gain support for the decision he was going to make?

EXHIBIT 1

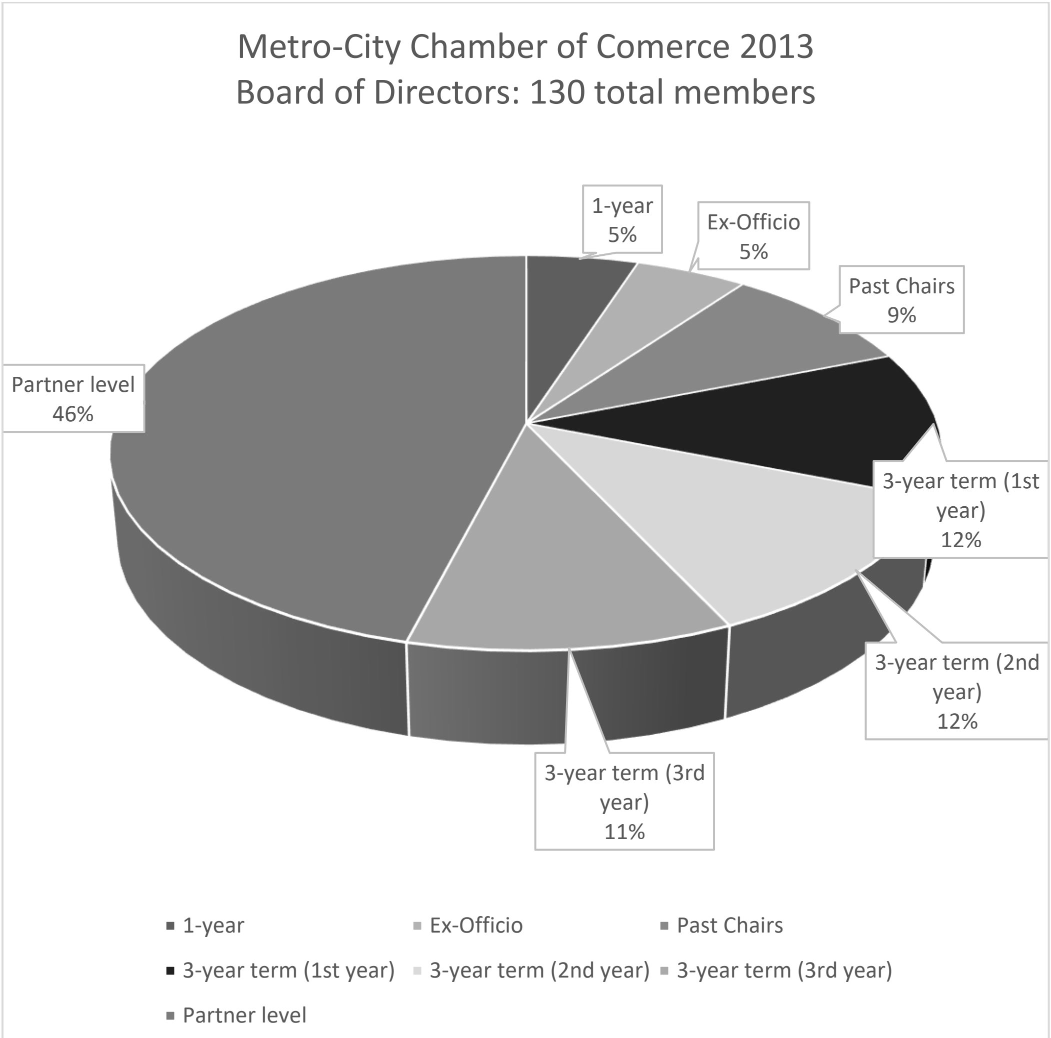
Metro-City Chamber of Comerce 2013
Board of Directors: 130 total members
1-year 5%
Ex-Officio 5%
Past Chairs 9%
3-year term (1st year) 12%
3-year term (2nd year) 12%
3-year term (3rd year) 11%
Partner level 46%
1-year
Ex-Officio
Past Chairs
3-year term (1st year)
3-year term (2nd year)
3-year term (3rd year)
Partner level

EXHIBIT 2

METRO-CITY CHAMBER OF COMMERCE
JOB DESCRIPTION

Title:	Board Member
Reports to:	Chair of the Metro-City Chamber of Commerce
Staff Liaison:	President and CEO

<u>Purpose</u>

The Board of Directors is the policy-making body of the Metro-City Chamber of Commerce. Its members represent a broad cross section of the business and professional leadership of the community. It is the responsibility of the Directors to maintain close contact with members of the chamber and other community leaders to provide a sound basis for identifying important needs of our members for determining chamber policy and involvement. While individual Director's opinions are important, Directors should be reminded that the true value of their opinions comes from them being informed and formed by feedback from the members, utilizing that information to put forth opinions that are tempered with an interest to best serve the majority of members.

<u>Responsibilities</u>

- Attend all meetings of the Board, read all minutes and advance reports
- Make every effort to be fully informed on objectives and policies of the chamber
- Adopt a Strategic Plan and the supporting annual Work Plan
- Adopt an annual budget for operation of the chamber and the program goals set in the Work Plan.
- Adopt an annual legislative agenda to support goals set forth in the Work Plan
- Provide financial and moral support
- Consider all Board matters presented on their merits, and take part in frank and open discussion during the consultation process
- Assist in building membership so that it will represent all interests in the business community and provide a sound financial base
- Work with other chambers and business organizations to promote business interests at the regional, state and federal level
- Actively serve on a minimum of at least one committee, caucus or taskforce
- Actively promote the chamber whenever possible

Requirements

- Willingness to spend the time and effort necessary to give the proper attention to Board responsibilities
- Ability to work constructively and harmoniously with the staff, the committee members and Board members in accordance with policies established by the Board
- A business and work experience that enables exercise of sound judgment in considering the challenges of an individual committee as related to the benefit of the overall program
- Courage and ability to have an objective opinion and willingness to express your perspective
- Ability to gain the respect of associates and give leadership to committee members
- Include Metro-City Chamber of Commerce Staff Liaison in any meetings with elected officials, government staff or community partners when discussing any chamber business
- Elected officials or declared candidates are not permitted to serve on the Executive Committee. However, if a Committee member becomes a declared candidate for elected office, they must resign their Executive Committee position but may remain a Board Member.
- Participates in annual Board Self-Assessment.

EXHIBIT 3: Robert's Rules of Order:

A handbook for running meetings effectively and efficiently, based on the procedures used in the British Parliament. The principles included in the guide apply to any decision-making organization, from Congress to community club committees. The handbook sets the guidelines for such issues as leading debates; recognizing speakers; defining the role of the chair and other officers; proposing, seconding, and voting on motions; and writing and amending constitutions and by-laws.

Source: Dictionary.com. (2017). Retrieved from http://www.dictionary.com

RETURN ON INVESTMENT

PARTNER
$15,000 INVESTMENT

- Seat on the Chamber's Board of Directors
- Exclusive Partner member engagements
- Invitation for one to attend the Annual Leadership Retreat
- Priority invitations to the Chamber's Benchmarking trip, and special engagements
- Company-wide attendance at Circle of Influence events
- Company logo on the Chamber's website
- Attendance for two at each Public Policy Roundtable
- Company-wide attendance at After Five
- Two memberships in Emerge
- Company-wide attendance at Business After Hours
- Quarterly access to the Chamber's database mailing list
- Unlimited listings in the online business directory

FIT FOUR
$3,500 INVESTMENT

- Invitation for one to attend two Board of Directors meetings annually
- Invitation for one to attend the Annual Leadership Retreat
- Company-wide attendance at After Five
- Attendance for two at each Public Policy Roundtable
- Company-wide attendance at Circle of Influence events
- Priority invitation to the Chamber's Benchmarking trip
- One membership in Emerge
- Company-wide attendance at Business After Hours
- Access to the Chamber's database mailing list twice per year
- Unlimited listings in the online business directory
- Invitation to special engagements

FIT THREE
$1,800 INVESTMENT

- Company-wide attendance at After Five
- Attendance for two at each Public Policy Roundtable
- Company-wide attendance at Circle of Influence events
- Priority invitation to the Chamber's Benchmarking trip
- Four registrations at the Competitive Edge Series per company per year
- Company-wide attendance at Business After Hours
- Up to five listings in the online business directory

FIT TWO
$750 INVESTMENT

- Company-wide registration(s) at each Competitive Edge Series luncheons (10 annually)
- Attendance for one at monthly Get Connected
- Company-wide attendance at Business After Hours
- Up to two listings in the online business directory

FIT ONE
$450 INVESTMENT

Limited to companies with 1-15 employees only

- Company-wide attendance at Business After Hours
- Attendance for one at monthly Get Connected
- Attendance for one at two Competitive Edge Series events
- Company-wide attendance at Return on Relationships
- One listing in the online business directory

Which FIT plan is right for you?

For more information about the Chamber's membership benefits, visit www.metrocitychamber.com/fitlevels