

Executive Committee Meeting
9:00-10:00AM, January 20, 2022
Chair Casey Doyle Conference Room

- 9:00 Call Executive Committee Meeting to Order and Invocation Chair Casey Doyle
- 9:05 Approve Consent Agenda Chair Casey Doyle
1. Executive Committee Minutes for December (Attachment 1)
 2. Board Member Attendance (Attachment 2)
 3. Membership Reports (Attachment 3)
- 9:10 Financial Report Treasurer Beth Lawson
1. Discuss/Approve December Financial Recaps (Attachment 4)
 2. Discuss 6 month forecast (Attachment 5)
- 9:15 Old Business Chair Casey Doyle
1. City Wide Branding Update
 2. CB PAC Update
 3. Approve 2022 Legislative Priorities (Attachment 6) VP Kyle Jacobson
 4. Approve Bylaw Revisions (Attachment 7)
- 9:30 CEO Report CEO Kay McDowell
1. State of Chambers
 2. Staffing Updates
 3. Member Strategies
- 9:50 Chair's Comments and Adjourn Chair Casey Doyle

Executive Committee Meeting Minutes
9:00-10:00 a.m. Thursday, December 9, 2021

Members Present: Steve Beck* Chris Chambers* Dave Marcinkowski*
 Gabe Vitela* Dana Madison* Rey Carrasco*
 Kay McDowell* Becky Palmer*
 Casey Doyle* Beth Lawson

Welcome

1. Chair Dave Marcinkowski called the meeting to order and provided the invocation.

Consent Agenda

1. Reviewed Consent Agenda Items
 - a. Executive Committee Nov. 18 minutes
 - b. Membership reports
 - c. Board Member attendance
2. Approval was made with a motion by Rey Carrasco, seconded by Becky Palmer and passed with unanimous approval.

Treasurer's Report by Treasurer Steve Beck

1. Reviewed November financial recaps and approved by a motion by Casey Doyle, seconded by Gabe Vitela and passed with unanimous approval.
2. Reviewed Six-Month Forecast

Old Business

1. Group discussed annual meeting follow-up.
2. City-wide Branding update was provided.

New Business

1. CEO Kay McDowell reviewed 2022 event dates
2. Chair Marcinkowski reviewed the 2022 Federal Policy and Local Policy Positions with the group.
3. Community Liaison, Eddie McBride presented the bylaw revisions.

CEO Report

1. CEO Kay McDowell provided a staffing update.
2. McDowell provided a recap of recent Chamber events.

Chair's Comments

1. Chair Dave Marcinkowski Adjourned the meeting.

Sincerely,

Kay McDowell

Kay McDowell
Secretary

2021 Board Member Attendance

Board Member		1/28	2/25	3/25	4/29	5/27	6/24	7/28	8/26	9/30	10/28	12/2	12/16
Acosta-Cruz	Maridel	Y	E	E	Y	E	U	Y	Y	Y	E	Y	Y
Ammons	Greg	Y	Y	Y	E	Y	Y	Y	Y	Y	Y	Y	Y
Barbee	Jeremy	Y	Y	Y	Y	E	Y	E	Y	Y	Y	Y	Y
Barnett	Travis	E	Y	Y	Y	Y	Y	Y	Y	U	Y	Y	E
Beck	Steve	Y	Y	Y	Y	Y	Y	E	Y	Y	Y	Y	Y
Berry	Chris	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	U	Y
Bryant	Keith	Y	Y	Y	Y	E	Y	E	Y	Y	E	E	Y
Bustos	Fernando	E	E	Y	Y	Y	Y	E	Y	Y	Y	E	Y
Carrasco	Rey	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	E
Chambers	Chris	Y	Y	Y	Y	E	Y	Y	Y	Y	Y	Y	Y
Doyle	Casey	Y	Y	E	Y	Y	Y	Y	E	Y	Y	Y	Y
Funderburk	Mark	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Hill	Elizabeth	Y	Y	Y	Y	Y	Y	Y	U	Y	Y	U	U
Holmes	Bud	Y	Y	Y	E	E	Y	E	U	Y	E	U	Y
Hufstedler	Pam									Y	Y	Y	Y
Konechney	Shara	Y	Y	Y	Y	Y	Y	Y	E	Y	Y	Y	E
Lambert	Mike	Y	Y	Y	Y	E	Y	Y	Y	Y	Y	Y	Y
Lawson	Beth	Y	Y	Y	Y	Y	E	Y	Y	Y	Y	Y	Y
Madison	Dana	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Mandrell	Chris	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Marcinkowski	Dave	Y	Y	Y	Y	Y	Y	Y	Y	E	Y	E	Y
McCord	Michelle	E	Y	Y	Y	Y	E	E	Y	U	Y	Y	E
Palmer	Becky	Y	Y	Y	Y	Y	Y	E	U	Y	Y	U	Y
Powell	Felicia									Y	Y	Y	Y
Rollo	Kathy	E	Y	E	Y	Y	Y	E	U	Y	E	Y	Y
Salamon	Paulene	Y	Y	Y	Y	Y	Y	E	Y	Y	Y	Y	Y
Schulz	Eddie	Y	Y	Y	Y	Y	Y	E	Y	Y	Y	Y	Y
Spencer	Shannon	Y	E	Y	E	Y	Y	E	Y	E	Y	E	Y
Timms	Kathy	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Tucker	Kelly	Y	Y	Y	Y	U	Y	Y	Y	Y	Y	U	U
Vitela	Gabe	Y	Y	Y	Y	Y	Y	Y	Y	U	Y	Y	Y
Watts	Cole	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Whitehead	Victoria	E	E	E	Y	Y	Y	Y	Y	Y	E	E	Y
Wood	Robert	Y	E	E	Y	Y	Y	Y	Y	Y	Y	Y	E

E=Excused Absence, U=Unexcused Absence, Y=Attended

Chamber Membership Value Report December 2021

2021	January 2021		December 2021		TO DATE	
	No. Memb.	Value	No. Memb.	Value	No. Memb.	Value
NO. OF MEMBERS & BOOK VALUE						
Beg of Yr Members & Book Value	1495	1,057,757	1394	\$ 1,079,067	1495	\$ 1,057,757
<i>Out of Business</i>	0	0	(2)	(450)	(18)	(8,774)
<i>90+ Day Delinquent & Value</i>	(32)	(18,792)	(31)	(15,499)	(224)	(130,903)
<i>Requested Cancellations</i>	(13)	(6,813)	(13)	(7,098)	(139)	(72,644)
Reinstated	2	1,135	1	400	49	26,003
Total Dropped	(43)	(24,470)	(45)	(22,647)	(332)	(186,318)
New Accounts	12	11,150	11	6,600	214	161,286
Net Adjustment for Dues Changes	(4)	19,216			(17)	30,295
MONTH END MEMBERS & BOOK VALUE	1460	\$1,063,653	1360	\$1,063,020	1360	1,063,020
% Compared to 1st of the Month	97.66%	100.56%	97.56%	98.51%	90.97%	100.50%
% Compared to January 1, 2019	97.66%	100.56%	90.97%	100.50%	90.97%	100.50%
Average Member		\$ 728.53	22.41%	14.02%		\$ 781.63

2020	January 2020		December 2020		TO DATE	
	No. Memb.	Value	No. Memb.	Value	No. Memb.	Value
NO. OF MEMBERS & BOOK VALUE						
Beg of Yr Members & Book Value	1666	1,065,155	1587	\$ 1,095,363	1666	\$ 1,065,155
<i>Out of Business</i>	(5)	(2,437)	(2)	(1,450)	(32)	(15,435)
<i>90+ Day Delinquent & Value</i>	(6)	(2,931)	(81)	(36,994)	(156)	(78,764)
<i>Requested Cancellations</i>	(9)	(4,237)	(19)	(8,475)	(116)	(66,017)
Reinstated	1	464	1	359	6	3,096
Total Dropped	(19)	(9,141)	(101)	(46,560)	(298)	(157,120)
New Accounts	24	15,600	9	6,650	269	171,164
Net Adjustment for Dues Changes	(1)	15,612			(8)	26,253
MONTH END MEMBERS & BOOK VALUE	1670	\$1,087,225	1495	\$1,055,453	1629	1,105,451
% Compared to 1st of the Month	100.24%	102.07%	94.20%	96.36%	97.78%	103.78%
% Compared to January 1, 2019	100.24%	102.07%	89.74%	99.09%	97.78%	103.78%

Lubbock Chamber of Commerce
December 2021

Company	Join Date	Dues
Bradley Baker Financial Coaching	12/31/2021	\$450
Cereset	12/2/2021	\$450
Double Technologies LLC	12/16/2021	\$450
FLO Card Inc.	12/6/2021	\$450
Fremont Salon	12/6/2021	\$1,000
InXpress Lubbock	12/1/2021	\$1,000
Lubbock VA Clinic/Department of Veterans Affairs	12/16/2021	\$450
Miles Financial Services Inc.	12/8/2021	\$450
Obthera, Inc.	12/15/2021	\$450
Weaver Technologies, LLC	12/6/2021	\$1,000
Western Ag Sales Co., Inc.	12/15/2021	\$450
<i>Total Joins</i>	11	\$6,600 \$ 600

Lubbock Chamber of Commerce
 December 2021

12/1/2021

<i>Company</i>	<i>Member Since</i>	<i>Dues</i>	<i>Drop Reason</i>
Board Action			
ADG Designs LTD Limited	10/14/2019	450	Board Action
Aerial Atmosphere	9/25/2020	450	Board Action
Aspire Addiction Recovery Center, LLC	10/14/2020	450	Board Action
BH Drafting	10/19/2020	450	Board Action
Campus Live	10/18/2020	450	Board Action
D-BAT Lubbock	10/16/2020	450	Board Action
Dynamic Homes, LLC	10/20/2020	450	Board Action
Eclectic People	10/18/2020	450	Board Action
Elite Sign & Design, LLC	10/19/2020	450	Board Action
Elite Stone & Cabinet	10/20/2020	450	Board Action
Forza Safety	10/16/2020	450	Board Action
Glass Magic	10/14/2020	450	Board Action
Goosehead Insurance - Shelby Kirgis	10/19/2020	450	Board Action
Horseshoe Knot Event Center	6/15/2016	388	Board Action
Hub City Vet Clinic	10/17/2018	369	Board Action
IsoRx Texas, Ltd.	10/27/2015	492	Board Action
JM4 Dimensions	10/12/2020	450	Board Action
Lockney Co-Op Gin	10/15/2019	450	Board Action
Lone Star Insurance Group	10/7/2020	450	Board Action
Lone Star Sports Collectibles & Coins	10/20/2020	450	Board Action
LS Kingdom Homes	10/19/2020	450	Board Action
Rouge Salon	10/18/2020	450	Board Action
RRA Cattle Company	10/19/2020	450	Board Action
Salud Liquor & Gas	10/20/2020	450	Board Action
Silveus Crop Insurance	10/20/2020	450	Board Action
Simply Decadent Bakery	10/18/2020	450	Board Action
Stronghold Risk Management, LLC	10/22/2019	1000	Board Action
Twin Peaks Lubbock	10/16/2020	1000	Board Action
VFW Post No. 2466	10/18/2020	450	Board Action
Waste Removers	10/16/2020	450	Board Action
West Family Hospitality	10/14/2020	1000	Board Action
Total Count	31	\$15,499	\$499.97

<i>Company</i>	<i>Member Since</i>	<i>Dues</i>	<i>Drop Reason</i>
Requested Cancellation			
ssssssssssssss Aaron Texas Ventures	10/20/2020	\$ 450	Requested
All About Looks	10/19/2020	\$ 450	Requested
Citizens Federal Credit Union	10/4/2018	\$ 892	Requested
Consider It Done	10/16/2020	\$ 450	Requested
Foerster Travel, Inc.	10/30/2020	\$ 450	Requested
Lubbock Dematology and Skin	10/30/2018	\$ 706	Requested
MamaRita's Border Café, Inc.	10/13/2020	\$ 1,000	Requested
Oxi Fresh Carpet Cleaning	10/5/2020	\$ 450	Requested
Pecos Bill's	10/21/2020	\$ 450	Requested
Sharkey Roofing	10/18/2020	\$ 450	Requested

Lubbock Chamber of Commerce
December 2021

12/1/2021

Tyler Chaney Realtors - Kaleb Curry	10/21/2020	\$	450	Requested
Will of the Wind Productions	10/28/2019	\$	450	Requested
Wilson Worx Remodel & Construction	10/19/2020	\$	450	Requested
<i>Total Count</i>	13		<u><u>\$7,098</u></u>	\$546.00

<i>Company</i>	<i>Member Since</i>	<i>Dues</i>	<i>Drop Reason</i>
Out of Business			
Just Fix It!	10/18/2020	450	Out of Business
Mosquito Joe	10/18/2020	450	Out of Business
<i>Total Count</i>	2	<u><u>\$900</u></u>	\$0.00

<i>Company</i>	<i>Member Since</i>	<i>Dues</i>	<i>Date Paid</i>
Reinstatements			
Hope Urgent Care Clinic	8/1/1983	400	12/9/2021
<i>Total Reinstatements</i>	1	<u><u>400</u></u>	\$400.00
<i>TOTAL DROPPED</i>	45	<u><u>\$23,097</u></u>	\$513.27

December 2021

Profile Name	Open Balance	Member Since	
Absolute Nails & Spa	1000	11/2/2020	Undecided
Adams Paint Company	492	9/25/2020	Undecided
BKCW Insurance	1000	12/20/2019	Request to be dropped
Bozeman Animal Clinic, PA	369	11/27/2006	Paid
Cintas	450	11/21/2013	Plans to Renew
Fincher Engineering	450	11/5/2020	Undecided
Lubbock Underground Utilities	450	11/3/2020	Paid
Paul Rampy Insurance	184.5	2/15/2011	Undecided
Racer Classic Car Wash	645	11/7/2011	Undecided
Rchard Milburn Academy	566	11/24/2003	Undecided
West Texas Investments	369	11/4/2015	Undecided
Kathy Brown, Realtor - Keller Williams Realty	112.5	9/21/2021	Undecided
	\$6,088	12	

Paid	\$819	2
Renewing	\$450	1
Undecided	\$3,819	8
Requested to be Dropped	\$1,000	1
Out of Business / Merged	\$0	0
	\$6,088	

YTD TOTALS
Profit & Loss Statement

Total Membership Revenue	:	\$993,526
Total Event / Program Revenue	:	\$580,493
Total Misc. Revenue	:	\$201,010
TOTAL REVENUE		\$1,775,029
Total Operating Expense	:	\$1,206,579
Total Event / Program Expense	:	\$200,114
Total Misc. Expense	:	\$78,701
TOTAL EXPENSES		\$1,485,394
NET INCOME before Depr & Bad Debt		\$289,635
Depreciation	:	\$0
Bad Debt	:	\$12,688
NET INCOME		\$276,948

MONTH TOTALS
Profit & Loss Statement
December

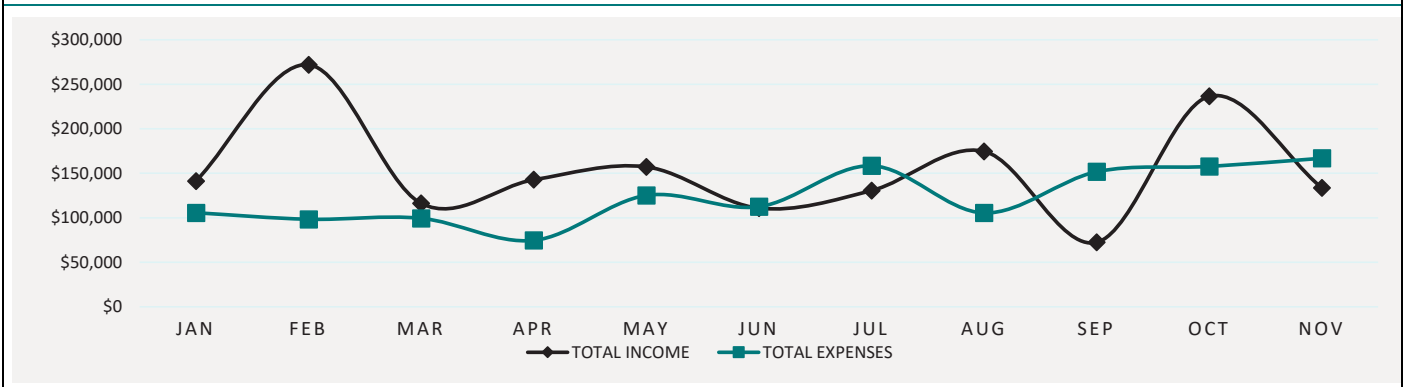
Total Membership Revenue	:	\$74,849
Total Event / Program Revenue	:	\$3,400
Total Misc. Revenue	:	\$9,178
TOTAL REVENUE		\$87,427
Total Operating Expense	:	\$84,497
Total Event / Program Expense	:	\$32,242
Total Misc. Expense	:	\$13,015
TOTAL EXPENSES		\$129,754
NET INCOME before Depr & Bad Debt		-\$42,327
Depreciation Expense	:	\$0
Bad Debt	:	\$20,995
NET INCOME		-\$63,322

YTD ACTUAL COMPARED TO BUDGET

Event & Programs

Annual Membership Meeting	\$20,150	69.5%	Golf Tournament	\$47,963	104.3%
Business Expo	\$20,812	46.2%	Prayer Luncheon	\$14,570	69.4%
Business After Hours	\$18,000	81.8%	Barbecue Cook-Off	\$121,096	115.3%
You're a Member! Now What?	\$150	-30.0%	Uncorked	\$26,357	62.8%
Harvest Lunch	\$8,920	84.9%	Young Professional program	\$13,551	157.6%
Salute to AG Lunch	\$11,022	110.2%	Diversity and Inclusion Summit	\$11,290	75.3%
TTU Kick-Off Breakfast	\$3,191	26.6%	Candidate School	\$0	0.0%
State of TTU Luncheon	\$8,821	147.0%	Legislative Appreciation Lunch	\$5,950	49.6%
Business at its Best	\$0	0.0%	Mega Marketing	\$850	
			Ambassador program	\$8,569	142.8%
Engagement	\$142,279				
Media & Communications	\$2,381	11.1%	Operating Expenses		
Membership	\$993,526	93.3%	Personnel & Related	\$849,909	76.8%
			Operations	\$356,670	24.6%

EXPENSES vs. INCOME



Financial Results (unaudited)
For the Period ending
December 2021

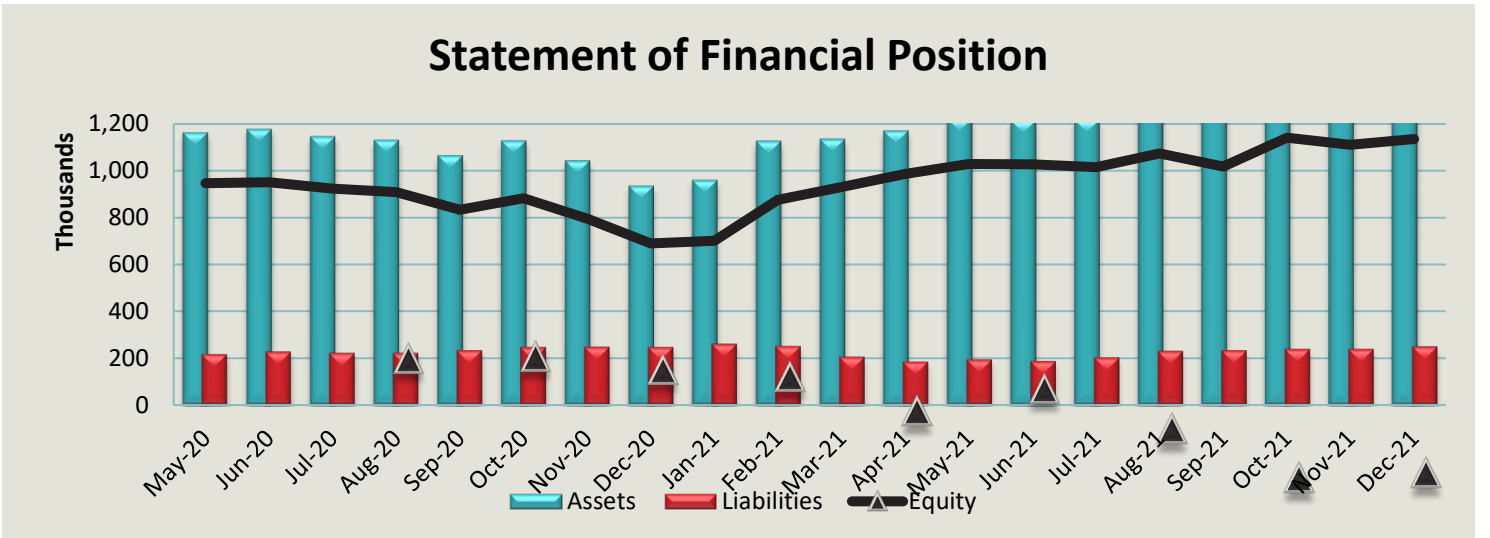
	Month to date Actual			Year to Date		
	Actual	Budget	Variance	Actual	Budget	Variance
Revenues						
Membership Revenue - Renewal	88,636	92,000	(3,364)	1,036,297	1,087,000	(50,703)
Membership Revenue - New	10,958	21,450	(10,492)	158,713	174,900	(16,187)
Membership - Non-Renewal	(24,745)	(16,560)	(8,185)	(201,484)	(195,660)	(5,824)
Engagement	(927)	583	(1,510)	199,943	26,500	173,443
Total Member Engagement	\$ 73,922	\$ 97,473	\$ (23,551)	\$ 1,193,469	\$ 1,092,740	100,729
Programs, Services, and Events	5,896	-	5,896	565,837	628,000	(62,163)
Community Relations	105	571	(466)	3,430	12,000	(8,570)
Media Relations	600	8,000	(7,400)	3,834	21,500	(17,666)
Voice of Business	10,000	-	10,000	11,380	28,000	(16,620)
Total Programs	\$ 16,601	\$ 8,571	\$ 8,030	\$ 584,481	\$ 689,500	(105,019)
Total Revenue	\$ 90,523	\$ 106,045	\$ (15,522)	\$ 1,777,950	\$ 1,782,240	(4,290)
Expenses						
Engagement	1,372	5,050	(3,678)	49,132	38,500	10,632
Total Member Engagement	\$ 1,372	\$ 5,050	\$ (3,677.85)	\$ 49,132	\$ 38,500	10,632
Personnel & Related Cost	57,718	123,917	(66,199)	849,909	1,106,000	(256,091)
Operations	26,779	29,838	(3,059)	356,670	344,456	12,214
Total Personnel & Operations	\$ 84,497	\$ 153,755	\$ (69,258)	\$ 1,206,579	\$ 1,450,456	(243,876)
Programs, Services, and Events	31,135	20,000	11,135	187,832	286,400	(98,568)
Community Relations	27	-	27	6,634	2,500	4,134
Media Relations	-	-	-	286	149	136.78
Voice of Business	12,723	-	12,723	22,208	27,000	(4,792.32)
Total Programs	\$ 43,885	\$ 20,000	\$ 23,885	\$ 216,959	\$ 316,049	\$ (99,090)
Total Expenses	\$ 129,754	\$ 178,805	\$ (49,051)	\$ 1,472,671	\$ 1,805,005	\$ (332,334)
Net Income (Loss) Before Dep	\$ (39,231)	\$ (72,760)	\$ 33,529	\$ 305,279	\$ (22,765)	\$ 328,044
Depreciation Expense	-	5,000	(5,000.00)	-	5,000	(5,000)
Bad debt from prior year	20,995	20,000	995.00	12,688	20,000	(7,312)
Net Income (Loss)	\$ (60,226)	\$ (97,760)	\$ 37,534	\$ 292,592	\$ (47,765)	\$ 340,356
Political Action Committee	(10,834)	-	(10,834)	(4,664)	-	(4,664)
	(71,060)	(97,760)	26,700	287,927	(47,765)	335,692

Statement of Financial Position (unaudited)
For the Period ending
December 2021

	Assets		Liabilities and Net Assets		
	2021	2020	2021	2020	
Cash & Investments	1,023,989	637,156	A/P & Accruals	41,492	51,903
PAC Restricted funds	76,433	33,602	Notes Payable	-	-
Total	1,100,422	670,758	Deferred Income	13,981	-
Receivables / Prepaids	47,149	359,697	Accrued Liabilities	247,227	236,233
Property & Equipment	12,364	8,010	Net Assets	857,236	750,328

Total Assets	1,159,935	1,038,465
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Total Liab and Net Assets	1,159,935	1,038,465
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Statement of Cash Flows (unaudited)
For the Period Ending
December 2021

OPERATING ACTIVITIES	December 2021	December 2020
Net Income	-114,149	-119,524
Adjustments to reconcile Net Income to net cash provided by operations:		
Prepaid Expenses	0	7,661
Accounts Receivables Dues		-53,205
Due to /From Foundation	1,850	9,870
Payroll Refunds		7,661
Weblink Receivable	120,137	161,079
Accounts Receivables	0	1,525
Accounts Payable	3,408	-18,160
Accounts Payable - Visa	-30,773	-20,426
Reimbursement	70	
Employee Insurance Payable	85	-89
Federal Withholding Tax	-10,233	-4,289
Insurance Payable	289	3,047
Employee Retirement Payable	5,026	5,902
United Way Payable	305	1,813
Accrued Interest		2,530
SBA EIDL	-641	
	-24,626	-14,604
		-37,834
INVESTING ACTIVITIES		
Furniture and Equipment	0	3,258.50
Furniture and Fixtures	0	-2,183.00
Buildings		
Accumulated Depreciation	0	-5,430
Net cash provided by Investing Activities	0	-4,354
FINANCING ACTIVITIES		
Net cash provided by Financing Activities		
Deferred Income	-40,599	26,710
Unrestricted Net Assets	0	-3,081
Net cash provided by Financing Activities	-40,599	23,629
Net cash increase for period	-65,225	-18,560
Cash at beginning of period	1,091,287	670,758
Cash at end of period	1,026,062	652,198

2022 Six-Month Forecast

	January 2022	February 2022	March 2022	April 2022	May 2022	June 2022
Total cash in bank	784,000	763,151	746,301	729,452	694,602	661,753
Rent	13,850	13,850	13,850	13,850	13,850	13,850
payroll	77,000	77,000	77,000	77,000	58,000	58,000
employer taxes	9,000	5,000	5,000	5,000	5,000	5,000
outstanding checks						
office expenses / other	12,500	12,500	12,500	12,500	12,500	12,500
employee benefits	6,500	6,500	6,500	6,500	6,500	6,500
401K Match	2,000	2,000	2,000	2,000	2,000	2,000
other / event		12,000	15,000	48,000	50,000	50,000
total expenses	120,850	128,850	131,850	164,850	147,850	147,850
Cash balance	663,151	634,301	614,452	564,602	546,753	513,903
Deposits	100,000	112,000	115,000	130,000	115,000	110,000
Ending cash balance	763,151	746,301	729,452	694,602	661,753	623,903

\$	85,941.89	First Bank & Trust	11/20/2021
\$	57,335.57	Happy State Bank	8/14/2021
\$	50,034.93	Lubbock National	9/13/2021
\$	57,757.02	People's Bank	2/25/2022
\$	<u>251,069.41</u>		

Foundation CD's			
\$	100,000.00	FUB CD	4/19/2022
\$	59,993.10	Wells Fargo CD	6/3/2022
\$	51,644.36	American Bank of Com	7/2/2022
\$	33,766.30	People's Bank CD	4/20/2022
\$	52,273.91	Southwest Bank - CD	6/30/2022
\$	56,620.38	Lubbock National	6/18/2022
\$	56,620.20	Happy State	6/16/2022
\$	<u>410,918.25</u>		



2022 FEDERAL POLICIES AND PRIORITIES

AGRICULTURE

Agriculture is the cornerstone of the Lubbock economy. Agriculture and agribusiness also represent a major sector of the national economy. Agriculture in the Lubbock area is largely dependent on water, and water also is vital to the area's future and to potential economic development in the Lubbock area.

Urge and support effective implementation of Farm Bill legislation that ensures a strong safety net for agriculture. This is vital to preserving the integrity of our food and fiber production, as well as the economy of our region.

Support congressionally directed initiatives for water and agriculture research projects where appropriate.

The Chamber is supportive of additional federal/state funding for water-related research projects, as long as a project benefits the region and does not negatively impact area producers and other water users.

Oppose any misguided and misinformed efforts to eliminate all federal commodity research and promotion programs.

Support efforts of affected stakeholders to ensure that food product advertising regulation does not unduly hinder competition or limit consumer choice and is consistent with all applicable laws and the First Amendment.

Support research and development of environmentally-sound crop protection products in accordance with the goals and purposes of the Food Quality Protection Act. Federal agencies should use sound science and transparent procedures in its implementation.

ENVIRONMENTAL & REGULATORY

Urge that regulatory agencies evaluate economic impact and job loss in proposed and existing regulations.

Promote a forward-looking, coherent regulatory structure that closes gaps, minimizes future systemic risk and ends duplicative regulation.

Oppose efforts to remove the word “navigable” from the Clean Water Act. “Navigable” appears 83 times in the Act and protects landowners and businesses from excessive federal regulation over standing water.

Support efforts to ensure that environmental regulations are based on sound science and are implemented fairly. Urge the resolution of climate change legislation in a bipartisan manner that recognizes the challenge is international in scope, aggressively promotes new efficient technologies and stresses the compelling need for a solution that minimizes overall economic impact. Specifically, we support legislation that would:

- minimize the impact on major emitters;
- reduce price volatility for consumers;
- protect global competitiveness;
- invest in renewable energy sources;
- take advantage of nuclear power;
- streamline the permit system;
- make us the "Saudi Arabia of clean coal" by fostering carbon capture and sequestration technology;
- commit to increased environmentally responsible onshore and offshore oil and gas exploration;
- contain consumer and intellectual property protections;
- protect against agency regulation under existing laws not written for greenhouse gases;
- strengthen the hand of our international negotiators;
- increase our own energy security and energy efficiency.

Oppose bad policies that resemble the failed climate proposals of the past, such as bills that jeopardize American jobs, create trade inequalities, leave open the Clean Air Act, open the door to CO₂-based mass tort litigation, and further hamper the permitting process for clean energy. Oppose efforts to regulate greenhouse gas emissions through existing environmental statutes not originally intended for this purpose, including the Clean Air Act, the Clean Water Act, the Endangered Species Act and the National Environmental Policy Act.

Promote cooperative partnerships between the federal government and landowners to reduce the Endangered Species Act's burden on local economies.

Educate policymakers about the tremendous local, national, and global economic implications of water policy and promote the use of sound science in setting such policy. Closely monitor supply and ownership issues and water quality concerns, including recent enforcement efforts targeting unregulated storm water discharges.

Oppose legislative or regulatory barriers that could hinder the growth of biotechnology at the national and international levels, including opposing regulations that impair unfettered marketplace activity; monitoring food labeling requirements, standards, and monitoring expanded controls on previously unregulated commodities; and undertaking efforts, where appropriate, to communicate the desirable benefits of biotechnology.

Promote revisions to the National Environmental Policy Act (NEPA) to allow projects to go through environmental reviews expeditiously, with coordinated, simultaneous reviews by each of the relevant agencies. Establish a shorter time period for those seeking judicial review.

Oppose re-defining WOTUS to pre-2015 definition and oppose repealing Navigable Waters Protection Rule.

HEALTH CARE

Health Insurance/Tax Credits

Work to amend the Patient Protection and Affordable Care Act (PPACA) through commonsense changes to employer requirements, taxation and other burdens created under the law as implementation accelerates.

Support codifying association health plans, utilizing language similar to the 2018 USDOL Association Health Plan regulations, which serve as purchasing pools for small businesses;

Support federal medical liability reform;

Urge equitable tax treatment for individuals who purchase their own coverage and support tax credits targeted to those with modest incomes.

Support caregivers through respite care and tax credits or an IRA on long-term care issues.

Support legislation that fosters private-sector solutions for the uninsured in the U.S.

Support stand-alone legislation that offers tax credits for employer sponsored workplace wellness programs for employees.

Medicaid Program

Urge lawmakers to protect and enhance Medicaid and CHIP funding for hospitals.

Protect federal funding for the Texas Medicaid disproportionate share program (DSH) and permanently delay planned cuts to DSH without pay-fors.

Support the extension/renewal of the Section 1115 Waiver.

Oppose elimination of mechanisms that support public/private health care partnerships.

Medicare Program

Oppose efforts to reduce Medicare Advantage or Medicare hospital and physician payments. Ensure that the Medicare program is protected from government imposed price controls on prescription drugs and offers choices to seniors and people with disabilities.

Support linking physician Medicare reimbursements to quality-focused, performance-driven benchmarks. Physician reimbursement rates currently are set by a sustainable growth rate formula that needs comprehensive reform. Oppose reducing hospital reimbursements for offsets.

Support efforts by the Centers for Medicare and Medicaid Services to reduce regulatory burdens on health care providers.

Rural Health

Support rural health initiatives and oppose measures that would reduce rural access.

Surprise Billing

Support efforts to reduce surprise billing with proper and fair methodology.

Workforce Shortage



LUBBOCK

CHAMBER OF COMMERCE

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Support continued reform of the area wage index system utilized by the Medicare reimbursement system. This system, created in 1984, unfairly penalizes communities that had a low cost of living almost 20 years ago, and has restricted the ability of local health care providers to offer competitive wages.

Reduce the national shortage of nurses and other allied professionals through innovative funding for educational programs and scholarships.

Oppose efforts to implement nurse-staffing ratios.

Support changes in immigration policies to facilitate recruitment of foreign nurses.

INTERNATIONAL/TRADE/IMMIGRATION

Support immigration policies and procedures that are responsible, efficient, and fair. Urge Congress and the administration to address current and potential delays, backlogs, and disruptions in our immigration and border management systems that impede the movement of legitimate cargo and travelers across U.S. borders. Continue to advance long-term legal immigration objectives to secure additional workers to counteract demographic trends. Ensure the continuity of H-1B, L-1 and J-1 medical visas for professionals and highly valued workers. Support creation of a workable H-2A agricultural worker program. Push for continuation of employers' ability to access needed talent and meet global workforce needs. Urge a workable guest-worker program that encourages secure, documented entry to the U.S.

Support enforcement of the U.S. Mexico Canada Agreement (USMCA), which is critical to maintaining strong economic growth in the U.S. and protecting fair and equitable trade for agriculture.

Support efforts to ensure Mexico abides by the biotech provisions committed to under the USMCA, to prevent biotech application approvals from stalling.

Support efforts to make certain that Chinese regulations and practices governing foreign trade and investment do not result in an uneven playing field and inhibit the market access that underlies China's World Trade Organization (WTO) commitments. Continue to closely monitor China's progress toward meeting its outstanding and year-five WTO obligations.

Support efforts to ensure that WTO actions not include premature and unwarranted U.S. concessions on anti-dumping and other trade remedy laws that would harm U.S. and West Texas agriculture or industry.

Advocate for a fair, robust trade agenda so that U.S. companies and agricultural producers can export their goods and services around the globe to create jobs for Americans.

Support the U.S. Export-Import Bank (Ex-Im) as tool to compete globally with other countries for exporting. Without export credit, the United States would adversely affect approximately 17,000 small and large suppliers across the nation.

EDUCATION/RESEARCH

A strong K-16 education system is crucial to the development of any community. Employers need a solid base of well-educated employees; education is a key decision in many relocation decisions; academic advancement and research conducted at institutions of higher learning and science provide multiple benefits to the economy.

Texas Tech University (TTU) and Texas Tech University Health Sciences Center (TTUHSC), the charter universities of the TTU System (TTUS), serve as centers for innovation in key areas of research that are essential to the national landscape. Federal R&D is critical to addressing our region's and nation's challenges in health care, energy, agriculture, and national security, among many areas. Research is a highly productive investment in the economy in West Texas which returns many-fold in local jobs and innovation. Designated as a Carnegie Tier One research university, TTU had research expenditures totaling over \$180 million in Fiscal Year 2018 (FY18), and TTUHSC had research expenditures over \$37.7 million.

The Chamber supports TTUS request that Congress approves appropriations for FY22 which preserves and expands these federal research budgets to the greatest extent possible.

Support efforts to ensure that federal education and training programs, such as those authorized under the Workforce Investment Act, focus on the elements necessary to help American workers obtain the high-wage, high-skilled jobs that businesses are creating every day.

Support effective implementation of the "Every Students Succeeds Act", with realistic goals, accountability and transparency emphasizing science, technology, engineering and math (STEM) education. Advocate for proposals requiring a quality, rigorous, and well-rounded K-12 educational system that graduates students who are college and career ready.

Incorporate policies in legislation reauthorizing the Higher Education Act that recognize the needs of adult workers attending postsecondary education on a less than half-time basis; accommodate the demographic shift in the postsecondary student population; allow employers and workers to keep pace with rapid advances in technology; and make certain equitable treatment for proprietary postsecondary education companies to address existing workforce challenges and ensure American competitiveness.

The Chamber is supportive of additional federal and/or state legislatively directed initiatives for water-related research projects, as long as a project is not redundant and includes input from stakeholders, benefits the region and does not negatively impact area producers and other water users. The Chamber is supportive of needed research on desalination efforts, particularly with regard to brackish ground water supplies in the Santa Rosa dockum.

Support additional funding for research and marketing related to food and fiber products, with emphasis on projects that further promote the further integration of Texas agricultural products into foreign markets.

ECONOMY/BUSINESS

Oppose attempts to limit the ability of the business community to engage in the electoral and policymaking arenas at the federal and state levels. Transparency requirements should be equally applied across the board to all special interests.

Support equitable tax policy such as the Marketplace Fairness Act that levels the playing field for internet based and traditional brick and mortar retailers.

To maintain and advance its global leadership in capital formation, the United States must have the fairest, efficient, and innovative capital markets in the world. Well-functioning, well-regulated capital markets are hindered by a maze of overlapping, contradictory, and duplicative financial regulations. The Chamber supports financial rulemaking that protects consumers and investors, encourages reasonable risk taking, doesn't constrain innovation and growth or allow special interest groups to advance their agendas at the expense of all investors, and is coordinated with other economies and among the many domestic agencies that issue financial regulations.

Urge Congress to pass legislation that does not allow a penalty (under Code Section 6707) for failure to disclose reportable transactions when there is reasonable cause for such failure. More than a half-dozen of the reportable transactions involve employee benefit plans used by small businesses.

Support measures that prevent patent abuse/patent trolls.

Support a clear and unified regulatory environment for cryptocurrency and blockchain projects to avoid a patchwork of potentially contradicting regulations. Oppose efforts to place unnecessary and burdensome regulations on the industry (i.e. taxing unrealized gains on cryptocurrency investments, onerous reporting mandates) that could drive innovation overseas.

Oppose mandatory unionization as a prerequisite for receipt of federal funding.

WORKPLACE/LABOR/EMPLOYMENT

Oppose initiatives that would make union organizing easier, such as “Card Check”, which would abolish secret ballot elections in favor of card check majorities for union recognition.

Oppose initiatives that attempt to regulate labor policy through the federal procurement process, for example, by blacklisting employers or ranking federal contractors based on labor policies.

Oppose unreasonable expansion of workplace mandates.

Oppose efforts to expand leave or to mandate paid sick leave under the Family and Medical Leave Act (FMLA).

Oppose efforts to increase the amount of punitive and compensatory damages available, the potential for frivolous litigation and unjustified administrative burdens.

Support reasonable changes to the Occupational Safety and Health Act, including allowing small businesses to recover their attorneys’ fees when they are successful in defending themselves against a citation.

Protect the use of binding arbitration in employment.

Oppose expansion of the National Labor Relations Board authority.

Support the National Right-to-Work Act, which would amend the National Labor Relations Act and the Railway Labor Act to repeal those provisions that permit employers, pursuant to a collective bargaining agreement that is a union security agreement, to require employees to join a union as a condition of employment (including provisions permitting railroad carriers to require, pursuant to such an agreement, payroll deduction of union dues or fees as a condition of employment)

Support efforts to address the national workforce/labor shortage experienced during the ongoing economic recovery efforts stemming from the COVID-19 pandemic; this should be done in a way that is fair to existing workers and does not place undue burdens on businesses in addressing worker shortages

TRANSPORTATION

Transportation infrastructure is crucial to economic development opportunities, as well as maintaining our quality of life. The Lubbock Chamber of Commerce is actively promoting several transportation projects that provide our member businesses with access to markets and address rural needs.

Support efforts to designate the Ports-to-Plains Corridor in Texas with the associated design standards and funding. This designation supports international trade, freight mobility and infrastructure.

Support reauthorization of transportation legislation that maintains reforms found in the last transportation reauthorization bill. Lawmakers should come up with a permanent funding solution for the Federal Highway Trust Fund. All funding sources should be discussed and considered, including re-indexing the federal gas tax or other user fees to ensure future health of the federal highway trust fund.

Support more equitable and flexible distribution of federal transportation funds and Passenger Facility Charge (PFC) funds and an increase to the PFC.

Support efforts to obtain federal and state funding, including federal discretionary grants, to initiate the development process for an expanded Interstate 27.

Support implementation of airline safety measures in a manner that is safe, while not unnecessarily burdensome to the airline industry or that would discourage travel.

Support coalition efforts to improve freight rail service in West Texas. From a more long-range standpoint, improving freight rail also would allow Lubbock to consider a less-immediate but still important opportunity for eventual passenger rail access.

Support U.S. Chamber of Commerce efforts to address long-term infrastructure needs through the Let's Rebuild America initiative

Transportation-General

Ensure that the funding commitments included in the Fixing America's Surface Transportation (FAST) Act are kept.

Advocate a greater emphasis on economic needs and issues in formulating national transportation policies, plans and programs.

Support greater emphasis on national freight transportation program investments that would implement highway, rail, aviation and marine transportation improvements to benefit commerce.

Advocate for increasing overall public investment in infrastructure using all potential revenue sources, including user fees and other revenues collected at different level of government.

Advocate for increased use of financing and credit options, including tax credits and public-private partnerships, to leverage private capital.

Ensure adequate funding for rural transportation and connectivity.

Support current Metropolitan Planning Organization criteria and structure in the U.S.

Oppose misguided efforts to apply arbitrary changes to population thresholds or other criteria defining MPOs.

Lubbock International Airport & Aviation

Support more equitable and flexible distribution of federal transportation funds

Support modernization of the Passenger Facility Charge (PFC) program and eliminate the federal cap to the PFC, thereby providing local control and the ability for communities to set fees according to their needs

Urge Congress to fully protect the federal Airport Improvement Program (AIP).

Encourage Congress to implement Nextgen technology and systems wisely in order to create greater efficiencies in the aviation system.

Urge Congress to reject ongoing efforts by the Transportation Security Administration (TSA) and other federal agencies to shift federal responsibilities and costs to local airport operators.

Public Transportation

As provided for in the FAST Act, support the continued allowance of Operating Assistance for Urbanized Areas (UZAs) with Less Than 100 Peak Hour Buses. Public transportation systems in urbanized areas of more than 200,000 population which operate less than 100 buses in peak operation should be authorized to use 50% of FTA Section 5307 formula funds for operating purposes.

ENERGY

Urge the removal of obstacles to increased domestic energy production. Oppose congressional and administrative actions that would undermine or restrict hydraulic fracturing and its ability to develop the enormous shale oil and natural gas reserves across the country as well as other domestic energy resources, including the Department of the Interior's proposed rule covering hydraulic fracturing on federal lands. Oppose efforts to prevent oil and natural gas exploration and production through the Clean Air Act, the Clean Water Act, and the Toxic Substances Control Act regulations.

Climate Change – Reasonable and responsible federal action to reduce greenhouse emissions is warranted. Efforts to reduce greenhouse emissions must be based on sound science and made in concert with other energy/environmental goals, including the increase of natural gas supplies and minimizing price impact on natural gas consumers.

In order for the program to remain viable for the at-risk population it serves, we support increased funding for the U.S. Low Income Home Energy Assistance Program (LIHEAP) and request that formula-driven base grants be distributed in full accord of enabling statutes. This is not the case today, in contravention of LIHEAP's actual enabling law. Presently, just 19% of funds above \$1.975 billion are disbursed as actually specified by Congress's enabling law. In the past, Congress has responded to this need by increasing LIHEAP Appropriations, and directing that most of those new funds be flowed through the Program's new formula – we strongly support this approach in FY22. Natural Gas Production – Support incentives to expand natural gas supply from shale, offshore and onshore to help meet the rising demand and reduce price volatility for American Consumers.

Oppose legislation that promotes smart-grid appliances at the expense of high-efficiency natural gas appliances.

Support tax credits for natural gas vehicles. Support provisions to encourage the use of natural gas in vehicles so that federal policy does not favor one alternative fuel technology over others.

Support provisions such as tax incentives that encourage the private sector's efforts to improve energy efficiency and conservation and its investment in alternative and renewable energy sources such as wind and biofuels, nuclear power, hydropower, clean coal, solar energy and geothermal energy.

2022 LOCAL POLICIES AND PRIORITIES

GOVERNANCE AND LEADERSHIP

The Chamber is an advocate for pro-business, pro-jobs, pro-growth policies that help in growing the Lubbock economy.

There must be cooperation and effective communication among elected officials and among political subdivisions and surrounding communities. Such communication can lead to innovative, successful collaborations that could create administrative efficiencies and streamlined processes.

When decisions are contemplated that affects a particular segment of the community, representatives of that affected sector should be invited to the table for dialogue and input. This input should be used as meaningful direction in the process of developing sound public policy.

Support policies that improve the City's fiscal situation in the medium-term and achieve fiscal sustainability over the long-term. Support comprehensive and farsighted strategic planning efforts such as those of the City of Lubbock Comprehensive Planning Advisory Committee.

ECONOMIC DEVELOPMENT

The Chamber is an advocate for economic development and job creation. The Chamber supports policies and initiatives that encourage business growth and expansion and improve the business climate of the Lubbock area.

Lubbock must meet the challenges of today's competitive economic development environment to attract and retain quality jobs. Organizations such as Market Lubbock and the Lubbock Economic Development Alliance should be funded at levels commensurate with competing cities.

Incentive programs and other economic development tools such as free enterprise zones, tax increment financing and community improvement districts should be used prudently, creatively, and transparently to help attract and retain new and existing businesses.

Local policy leaders should educate themselves on the burgeoning industry of cryptocurrency, take initiative to develop opportunities and attract cryptocurrency/blockchain projects to the area, and advocate for expansion of the energy resources necessary to support such efforts.

In today's globally connected and competitive economy, Lubbock's prosperity is directly linked to the talent and educational achievement of the workforce. Our community has tremendous assets in this regard but has potential for additional resources. The Lubbock area is home to eight Lubbock County independent school districts, and four colleges and universities comprise more than 50,000 students. Through efforts such as the Community Workforce Partnership and Talent Pipeline Management, we must keep our educational assets strong and well networked with job creators so that workforce needs can be seamlessly met. Facilities and infrastructure for providing career and technical training and education should be expanded to meet tomorrow's workforce needs.

Support local/regional economic development in industries that align with Texas Tech University's goal of attaining American Association of Universities (AAU) status

REGULATION

Local ordinances, regulations and permitting processes must be viewed from the perspective of job creators and should always consider intended and unintended impacts—especially in terms of the cost of doing business. Flexibility should be applied when dealing with new or emerging business models.

Periodic review of local ordinances, regulations and permitting processes is recommended given the exponential growth and evolution of the Lubbock business community. Entrepreneurs are creating new types of businesses daily; job growth is poised from emerging industries such as oil, gas, and alternative energy exploration.

Ensure input from the business community – across various sectors – is considered before finalization of the City's Unified Development Code (UDC) process so that new code rules maintain a pro-business climate in Lubbock.

MOBILITY, ENERGY, AND INFRASTRUCTURE

Proper preparation for growth includes planning for the timely construction and maintenance of infrastructure improvements. Infrastructure improvements should be funded in a fair, broad-based manner that does not rest disproportionately on job creators.

Continued improvements to a diverse, intermodal mobility system should be a top priority. As a regional economic hub, the ability to transport people and goods safely and efficiently throughout Lubbock is vitally important. Mobility improvements should include roads,

aviation, rail, transit, and other public transportation as well as light rail to aid in growth and development.

Pedestrian, bicycle, and alternative modes of mobility, including ridesharing services, should be enhanced where feasible. This includes adequately funded, well-connected, and planned public transit infrastructure.

The Chamber has been a long-standing supporter of the Gateway Streets Fund and supports strengthening it and maintaining its continued dedicated and exclusive use for expanding or opening new thoroughfares.

We advocate continued support of adequate thoroughfare development throughout the county, Ports-to-Plains, development of Loop 88, optimal use of the Marsha Sharp Freeway through necessary maintenance or widening, and designation of the route for I-27 extension. Local government officials, business leaders, and other stakeholders must continue to work together to address and inform citizens about emerging water, energy, and transportation infrastructure needs and to encourage careful planning and prudent, farsighted investments as necessary.

Ensure that the Lubbock County Transportation Roadway Improvement Program moves forward as decided by voters in 2019 by a two-to-one margin.

Ensure any modification of the impact fee ordinance for roadway and water/wastewater is considered only through a transparent, thorough process and review including adequate stakeholder input and demonstrated need.

Water and wastewater impact fees should only be considered for increase from their current level of \$0 if a demonstrated need has been established in the form of a hearing on water and wastewater rates and the funds to which they flow showing that the existing enterprise funds would not cover capital projects cost.

Oppose efforts to remove or weaken the requirement, as originally amended into the impact fee ordinance, for the City of Lubbock's contribution to projects funded by impact fees.

QUALITY OF LIFE

In Lubbock, quality of life cannot be separated from other priorities because much of our economic success derives from the reality that Lubbock must be an appealing place to live. The public/private sectors should work collaboratively to plan, support, and make

investments in downtown redevelopment, arts, culture, and entertainment and recreation enhancements and beautification as recommended in the Plan Lubbock 2040 Comprehensive Plan.

Health concerns as well as poverty and crime rates pose a threat to our community's future economic growth. The Chamber supports community policing and related public safety initiatives as well as government in collaborations that foster frank, community-wide discussions on these issues.

Ensure that the Lubbock County Expo Center moves forward as intended by Lubbock voters, managed by a private rather than public entity in a responsible, accountable, and transparent manner.

LUBBOCK CHAMBER OF COMMERCE BYLAWS

Adopted: December 3, 1992
~~Amended: December 31, 1995~~
~~Amended: October 16, 1997~~
~~Amended: September 16, 1999~~
~~Amended: July 6, 2000~~
~~Amended: September 26, 2002~~
~~Amended: August 12, 2008~~
Amended: January 17, 2022

Article I

General

Section 1: Name

This organization is incorporated under the laws of the State of Texas and shall be known as the Lubbock Chamber of Commerce, Incorporated.

Section 2: Purpose

The Lubbock Chamber of Commerce is organized to achieve the objectives of:

- A. Preserving the competitive enterprise system of business by: creating a better understanding and appreciation of the importance of business and a concern for business problems and opportunities; educating the business community and representing the business community in the city, county, state and national legislative and political affairs; preventing or addressing issues which are detrimental to expansion and growth of business and the community as they arise; creating a greater appreciation of the value of a more liberal investment of substance and self on behalf of the interests of competitive business.
- B. Promoting business and community growth and development by promoting economic programs which are designed to increase the functional and aesthetic values of the community; and discovering and correcting obstacles which prevent the promotion of business expansion and community growth. A Program of Work will be published annually to identify, prioritize, and document the yearly activities for the Chamber.

Section 3: Area

The Lubbock economic area shall include the City and County of Lubbock. The offices and principal place of business of the chamber shall be located in Lubbock, Texas.

Section 4: Limitations of Methods

The Lubbock Chamber of Commerce shall observe all local, state, and federal laws, which apply to a non-profit organization as, defined in Section 501(c) (6) of the Internal Revenue Code.

Article II

Membership

Section 1: Eligibility

Any recognized business having an interest in and showing support for the objectives of the organization shall be eligible to apply for membership.

Section 2: Election (How application is made, received, approved)

Membership enrollment shall be in writing on forms provided for that purpose and signed by the applicant. Election to membership shall be by the Board of Directors at any meeting thereof. Any applicant so elected shall become a member upon payment of the regularly scheduled investment as provided in Section 3 of Article II.

Section 3: Investments

Membership investments shall be at such rates, schedule or formula as may be from time to time prescribed by the Board of Directors payable in advance.

Section 4: Termination (Resignation, expulsion, and delinquency)

- A. Any member may resign from the Chamber upon written request to the Board of Directors.
- B. Any member shall be expelled by the Board of Directors for nonpayment of dues after (90) days from the date due, unless otherwise extended for a good cause.
- C. Any member may be expelled the Board of Directors, at a regularly scheduled meeting thereof, for conduct unbecoming a member or prejudicial to the aims or repute of the Chamber, after notice and opportunity for a hearing are afforded the member in question.

Section 5: Voting

Each member shall be entitled to cast one vote.

Section 6: Good Standing

For purposes of these bylaws, a member in good standing is defined as one who is current on membership dues and any other monetary commitments to the chamber.

Section 7: Orientation

At regular intervals, orientation on the purposes and activities of this organization shall be conducted for the following groups: new directors, officers and directors, committee chair, committees, and new members. A detailed outline for orientation of each of these groups shall be a part of this organization's procedures manual.

Article III

Meetings of the Membership, Board and Committees

Section 1: Annual Membership Meeting

- A. In compliance with State law the annual meeting of the Chamber, shall be held at a time and place designated by the Board. Notice thereof shall be given to each member at least ten (10) days before said meeting.
- B. General membership meetings of the Chamber may be called by the Chair of the Board at any time, or upon petition in writing of any five (5) percent of the members in good standing. Notice of special meetings shall be given to each member at least five (5) days prior to such meetings.

Section 2: Board Meetings

Board meetings will be held Six (6) times per year or may be called by the Chair of the Board or by the Board of Directors upon written application of three (3) members of the Board. Notice (including the purpose of any specially called meeting) shall be given to each director at least one (1) day prior to said meeting.

Section 3: Executive Committee Meetings

Executive Committee meetings shall be held monthly. Special meetings may be called by the Chair of the Board at any time or upon request by three (3) members of the Executive Committee.

Section 4: Committee Meetings

Committee meetings shall be held monthly or as necessary and may be called at any time by the Chair of the Board.

Section 5: Notices, Agenda, Minutes, Attendance, and Quorum

Written notice of all Chamber meetings must be given at least three (3) days in advance unless otherwise stated herein. An advance agenda and minutes must be prepared for all meetings. A detailed outline for preparation of both shall be a part of this organization's procedure manual. A quorum of the membership will consist of 5 percent of the members in good standing. A quorum of the Board will consist of 50 percent plus one of the elected and appointed Directors. A quorum of a committee or task force will consist of the members present.

Article IV

Board of Directors

Section 1a: Composition of Board

The Board of Directors shall be composed of 35 (thirty-five) members. Thirty-three (33) shall be elected by the membership, one-third of whom shall be elected annually to serve three (3) year terms, or until their successors are elected and have qualified. The incoming Chair of the

Board may appoint, subject to the approval of the Board, one (1) member to the Board to serve a one-year term. The Immediate Past Chair and the President shall serve as members of the Board. In the case of the Immediate Past Chair, if the eligibility for election (2 consecutive terms) or the term of election (one term unless rejected) shall have expired, this individual will serve in an ex-officio capacity for an additional one year. The current Chair of the Young Professionals of Lubbock shall serve on the Board with full voting privileges.

Section 1b: Authority

The government and policy-making responsibilities of the Chamber shall be vested in the Board of Directors which, shall control its property, be responsible for its finances, and direct its affairs.

Section 2: Selection and Election of Directors

- A. Nominating Committee. At or prior to the regular July meeting, the Chair of the Board shall appoint, subject to approval by the Board of Directors, a Nominating committee composed of the Chair-Elect, Immediate Past Chair, one director from each class based on term expiration, and the President. The Chair-Elect will serve as the Chair. Notice shall be conveyed to all members in good standing that nominations are being accepted for directors. Nominations shall remain open ten (10) days from the notification date. All nominations received shall be given to the nominating committee for consideration.
- B. On or prior to September 1, the Nominating Committee shall present to the President a slate of eleven (11) candidates to serve three-year terms to replace the directors whose regular terms are expiring. Each candidate must be an active member in good standing and must have agreed to accept the responsibilities of a directorship. No board member who has served more than a total of six consecutive years is eligible for election for an additional term. A period of one (1) year must elapse before eligibility is restored.
- C. Publicity of Nominations. Upon receipt of the report of the Nominating Committee, the President shall immediately notify the membership of the names of persons nominated as candidates for directors and the right of petition.
- D. Nominations by Petition. Additional names of candidates can be nominated by petition bearing the genuine signature of at least twenty-five (25)-qualified members of the Chamber. Such petition shall be filed with the Nominating Committee within ten (10) days after notice has been given of the names of those nominated. The determination of the Nominating Committee as to the legality of the petition shall be final.
- E. Determination. If a legal petition shall be present with additional candidates, the names of all candidates shall be arranged on a ballot in alphabetical order. Instructions will be to vote for eleven (11) candidates only. The President shall notify all active members at least fifteen (15) days before the regular October Board meeting. The ballots shall be marked in accordance with instructions printed on the ballot and returned to the chamber office within ten (10) days. The Board of Directors shall at its regular December Board meeting declare the eleven (11) candidates with the greatest number of votes elected.

- F. If no petition is filed within the designated period, the nominations shall be closed and the nominated slate of eleven (11) candidates shall be declared elected by the Board of Directors at their regular December Board meeting.
- G. Judges. In the event of nomination by petition, the Chair of the Board shall appoint, subject to the approval of the Board of Directors, at least three (3), but not more than five (5) judges who are not members of the Board of Directors or candidates for election. One will be designated Chair. Such judges shall have complete supervision of the election, including the auditing of the ballots. They shall report the results of the election to the Board of Directors.

Section 3: Seating of Directors

Retiring directors and officers shall continue to serve through December 31. Newly elected board members shall take office on January 1. All newly elected, appointed and retiring Board Members shall be invited to the regular December and January board meetings.

Section 4: Removal

Any member of the Board of Directors may be expelled based on the good faith determination by the Board or a committee authorized by the Board to make such a determination, that the Board member has engaged in conduct unbecoming a Board member or prejudicial to the aims or repute of the Chamber, after notice and opportunity for a hearing are afforded the Board member complained against. Action can be taken upon a majority vote of the Board of Directors then serving.

Section 5: Vacancies

A member of the Board of Directors who shall be absent without prior notification from three (3) regular meetings during any program year (January through December) of the Board of Directors shall automatically be dropped from membership on the Board, unless confined by illness or otherwise decreed by a majority of those voting at any meeting.

Vacancies on the Board of Directors, or among the officers, shall be filled by the Board of Directors upon recommendation of the Chair by a majority vote of a quorum of the board.

Section 6: Policy (Statements of position on issues)

The Board of Directors is responsible for establishing procedure and formulating policy of the organization. It is responsible for adopting all policies of the organization. These policies shall be maintained in a policy manual, to be reviewed annually and revised as necessary.

Section 7: Management

The Board of Directors shall employ a President and will ensure a written performance review and salary and other considerations of employment annually. The Executive Review Committee (Chair, Chair-Elect, and Immediate Past Chair) shall perform these functions.

Section 8: Indemnification

The Chamber shall provide for indemnification by the chamber of any and all current or former officers, directors and employees against expenses actually and necessarily incurred by them in connection with the defense of any action, suite, or proceeding in which they or any of them, except in relation to matters as to which such individuals shall be adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duty.

Article V

Officers

Section 1: Determination of Officers

The Board of Directors at its regular November meeting shall reorganize for the coming year. A Nominating Committee for officers shall be appointed in September and include the Chair-Elect (serving as Chair), one past Chair, two sitting directors not seeking nomination and the President. The names of the individuals serving on this committee shall not be made public. The Nominating Committee for Officers shall nominate one person to fill each office. Additional nominations may be accepted from the floor.

The Board shall elect the Chair of the Board, Chair-Elect, no more than six (6) Vice Chairs to conduct the program of the chamber, the Treasurer, and the President. Officers except the President shall be elected from membership of the new Board. All officers shall take office on the first day of the new fiscal year and serve for a term of one (1) year or until their successors assume the duties of office. They shall all be voting members of the Board of Directors.

Section 2: Duties of Officers

- A. Chair of the Board. The Chair shall serve as the chief elected officer of the chamber of commerce and shall preside at all meetings of the membership, Board of Directors and Executive Committee.
- B. Chair-elect. The Chair-elect shall exercise the powers and authority and perform the duties of the Chair in the absence or disability of the Chair. The Chair-elect shall also serve as head of the long-range (3-5 years) planning committee of the chamber.
- C. Vice-Chairs. The duties of the Vice Chairs shall be assigned by the Chair and Board of Directors. All Program of Work committees of the Chamber shall be under the direction of one of the Vice Chairs.

- D. Treasurer. The Treasurer shall be responsible for the general oversight of all funds received by the chamber and for their proper disbursement. Such funds shall be kept on deposit in financial institutions or invested in a manner approved by the Board of Directors. The Treasurer shall cause a monthly financial report to be made to the Board.
- E. President. The President shall be the chief administrative and executive officer. The President shall serve as the secretary to the Board of Directors, and cause to be prepared notices, agendas, and minutes of meetings of the Board.

The President shall serve as advisor to the Chair of the Board and any Program of Work committee on program planning and shall assemble information and data and cause to be prepared special reports as directed by the program of the chamber.

With assistance of the divisional Vice Chair, the President shall be responsible for administration of the program of work in accordance with the policies and regulations of the Board of Directors.

The President shall be responsible for hiring discharging, directing, and supervising all employees.

The President shall be responsible for the preparation of an operating budget covering all activities of the chamber, subject to approval of the Board of Directors. The President shall also be responsible for all expenditures within approved budget allocations.

Section 3: Executive Committee

The Executive Committee shall act for and on behalf of the Board of Directors when the Board is not in session but shall be accountable to the Board for its actions. It shall be composed of the Chair of the Board, Chair-elect, Immediate Past Chair, Vice-Chairs, Treasurer, and the President. The Chair of the Board will serve as Chair of the Executive Committee.

Section 4: Indemnification

The Chamber shall provide for indemnification by the chamber of any and all of its officers or former officers as spelled out in Article IV, Section 8 of these bylaws.

Article VI

Committees, Task Forces, Divisions, and Affiliated Organizations

Section 1: Appointment and Authority

The Chair of the Board, by and with the approval of the Board of directors, shall appoint all committees, task forces and Chair. The Chair of the Board may appoint such ad hoc committees or task forces and their Chair as deemed necessary to carry out the program of the

Chamber. Committee appointments shall be at the will and pleasure of the Chair of the Board and shall serve concurrent with the term of the appointing Chair of the Board.

It shall be the function of committees and task forces and to carry on such activities as may be delegated to them by the Board.

Section 2: Limitation of Authority

No action by any member, committee, task force, division, affiliate organization, employee, director, or officer shall be binding upon, or constitute an expression of, the policy of the chamber and/or its affiliate organizations until it shall have been approved or ratified by the Board of Directors.

Committees/task forces shall be discharged by the Chair of the Board when their work has been completed and their reports accepted, or when, in the opinion of the Board of Directors, as it is deemed wise to discontinue the committees/task forces.

Section 3: Divisions

The Board of Directors may create such divisions, bureaus, departments, councils, and subsidiary corporations as deemed necessary or appropriate. The Board shall review and approve all activities and proposed programs of such divisions, bureaus, departments, councils, or subsidiary corporations, including collection and disbursement of funds.

No action of any kind shall be taken by divisions, bureaus, departments, councils, or subsidiary corporations having impact upon or being expressive of the chamber or of said divisions, etc., unless approved by the Board of Directors.

Article VII

Finances

Section 1: Funds principles.

All money paid to the Chamber, except those specified for special accounts, shall be placed in a general operating fund. Reserve funds shall be deposited or invested based on an approved policy adopted by the Board of Directors. The Chamber's accounting will follow generally accepted accounting.

Section 2: Disbursements

Upon approval of the budget, the President is authorized to make disbursements on accounts and expenses provided for in the budget without additional approval of the Board of Directors. Disbursement shall be made by check bearing approved signature(s) or credit card.

Section 3: Fiscal Year

The fiscal year of the Chamber shall be January 1 through December 31.

Section 4: Budget

The Executive Committee shall prepare the budget for the coming year during its last two (2) regularly scheduled annual meetings and submit it to the Board of Directors for approval during its last meeting of the year.

Section 5: Annual Audit

The accounts of the Chamber of Commerce shall be audited annually as of the close of business on December 31, by a public accountant and approved by the Executive Committee and Board of Directors. The audit shall be reported to the Executive Committee and Board immediately upon completion and shall at all times be available to members of the organization within the offices of the chamber.

Section 6: Bonding

All staff and all officers or directors with check signature authority shall be bonded by a sufficient fidelity bond in the amount set by the Board for the Chamber.

Article VIII

Dissolution

Section 1: Procedure

The Chamber shall use its funds only to accomplish the objectives and purposes specified in these bylaws, and no part of said funds shall inure, or be distributed, to the members of the Chamber. On dissolution of the chamber, any funds remaining shall be distributed to one or more regularly organized charitable, educational, scientific, or philanthropic organizations to be selected by the Board of directors as defined in IRS Section 501 (c) (6).

Article IX

Parliamentary Authority

The current edition of *Roberts Rules of Order* shall be the final source of authority in all questions or parliamentary procedures when such rules are not inconsistent with the charter or bylaws of the Chamber.

Article X

Amendments

Section 1: Revisions

These bylaws may be amended or altered by a two-thirds (2/3) vote of the Board of Directors present and constituting a quorum of the Board, or by a majority of the members present at any regular or special meeting, providing the notice for the meeting includes the proposals for amendments. Any proposed amendments or alterations shall be submitted to the board or the members in writing, at least ten (10) days in advance of the meeting at which they are to be acted upon. There shall be a legal review of these bylaws conducted by the President every five (5) years or as necessary when required by the Board.