



“OUR VISION IS to achieve excellence in community leadership and growth.”

“OUR MISSION IS: to develop a strong business climate and vibrant economy by serving the community in a leadership role thereby enhancing the quality of life.”

Committee Guidelines

Committee members of the Billings Chamber of Commerce turn ideas into action. Working with the Chamber's professional staff, our volunteers help facilitate the programs and services that enhance the success of our members and the greater business community.

Committee Operation

Committees are action oriented. They get the facts, face the facts and take the action to get the job done. A successful committee will:

- Understand objectives. Make sure that the committee has a clear defined goal, study it, and agree on exactly what is to be done. If there is a disagreement, ask for clarification from staff or the chairperson.
- Analyze problems or activities. Understand all parts of the problem and determine the sequence to be followed.
- Assign work. Make specific assignments to members.
- Gather facts. Obtain the information required to intelligently work on the problem or activity. Avoid prejudices, previous opinions or beliefs. You are making decisions on behalf of the Chamber's membership and our community.
- Get outside help if needed. Get outside technical advice. Use outsiders as advisors or consultants, but do not give them the responsibilities that the committee is expected to assume.
- Evaluate results. Find out to what extent goals are being met and to what extent each member of the committee is doing his or her part.
- Conclusion. When your task is finished and the goal is reached, you have completed your commitment to the committee. In addition to public acknowledgement and thanks, every committee member should know he or she played a part in the action. Committees make a difference.

Guidelines for a Successful Committee Meeting:

- Start and end on time. Meeting should last no longer than one hour unless previous arrangements have been made.
- Involve all committee members in discussion.
- Have an agenda and necessary discussion items prepared.

- Identify the purpose of the meeting.
- Stick to the agenda.
- Utilize the staff to guide and direct the work of the committee.
- Provide the staff with the necessary time and information to prepare for the meeting.
- Respect the staff's position and knowledge regarding policy and procedures.
- Summarize and celebrate the committee's accomplishments.

Committee Chairs

Our committee chairs are the enthusiastic leaders of the Chamber's committees. Committee chairs work together with Chamber staff to develop an agenda for each meeting and facilitate team interaction during each meeting. It is strongly encouraged that each standing committee consists of a chair and vice-chair for a smooth annual transition. Chairs and vice chairs must be approved by the Chair of the Chamber Board of Directors.

Qualities of a Committee Chairperson

The Chairperson must ...

- Be a leader. They must command attention and loyalty.
- Be able to communicate, think clearly and express him or herself concisely.
- Be able to listen, to encourage ideas and opinions.
- Be deeply interested in the objectives of the task assigned.
- Have the time to carry out their responsibilities.
- Be willing to give the time and energy necessary to carrying out the committee assignments.
- Be respectful of the staffs' role.
- Understand that Chamber staff serves in many capacities and that assignment of duties is directed by the staff's supervisor.

Duties of the Chairperson:

- Plan. The chairperson studies the task, clarifies any points not thoroughly understood in cooperation with the Chamber staff. The chairperson helps to recruit individuals for his/her committee whose skills will help and are needed. He/she charts to course of action within the Chamber's strategic plan.
- Conducts meetings. The committee meets only to utilize its members in accomplishing a goal. Meetings are to be held as needed, start and end on time, with all members having the opportunity to report, suggest and participate. The Chair keeps his/her eye on the objective and the goals of the committee and keeps the discussion pertinent to the goal.
- Gets action. The chair guides and stimulates the group to produce.
- Evaluates. The chairperson must constantly evaluate his or her work and procedures and the progress of the committee and its members.

Authority of Chairperson

The chairperson has the authority to add members as needed and release others as their function is finished. The chair does not have the authority to commit the Chamber financially to any project. This includes committing staff time or Chamber resources without approval from the Chamber president & CEO. The committee shall have only as much authority as prescribed by the Board of Directors.

Committee Members

Committee members work toward the fulfillment of the committee's objectives. Many committees are open to the full membership. However, a select few committees require membership appointment by the Chair of the Chamber Board or through an application process. Committee members must be a member in good standing of the Chamber. At times it may be appropriate to bring a guest or speaker who is not a member. However, non-chamber members may not be members of a committee unless approved by staff.

Specific responsibilities include:

- Attend committee meetings
- Carry out individual assignments made by the committee chair
- Participate in committee discussions and decisions
- Attend appropriate Chamber functions and events

Staff Members

Chamber staff members work with committee chairs to develop goals and timelines for programs and projects. They oversee the actions of the committee and make sure that all Chamber policies and procedures are followed. Staff members send out the meeting notices prior to the committee meeting and reserve meeting space. Staff members maintain notes from meetings. Staff initiates agenda development with approval of the committee chair. A staff representative will attend each meeting. Staff should provide direction to the volunteers based on professional judgment and Chamber policies and procedures. Chamber staff is ultimately responsible for the outcome of the work of the committee.

Staff will welcome new committee members via email as soon as they express interest in joining. An example email follows:

"Good afternoon Jennifer

I was happy to hear you would like to join the Chamber's Trails Committee. Welcome. The next meeting is April 21 from Noon -1:30 p.m. at the Chamber. Lunch is provided. I have attached the agenda from the last meeting so you can get a sense of the projects we are working on. We have made great progress (in partnership with the City, BikeNet and others) lately connecting our trails, especially along the river and Swords Rimrock Park. In addition we continue to work on developing amenities throughout the Heritage Trail system. This quarterly trails meeting provides us an opportunity as a group to discuss progress and

solutions to challenges along with hearing informative presentations. See you at the next meeting. Happy Trails...

Chamber Board Liaisons

Division Liaisons (Government Affairs, Visit Billings and Membership)

The Board shall appoint a liaison from the Executive Committee to participate in each of the Chamber's Divisions and their respective committees. The purpose of the liaison is to serve as an advocate for their assigned division; work directly with staff division leaders; connect the executive committee and the board to the work of the division; and to learn all aspects of the Chamber structure.

Standing Committee/Ad Hoc Liaisons

The Chair of the board may appoint committee liaisons from the board of directors. These assignments will rotate annually. The board liaison shall attend committee meetings and will assure the lines of communication are open between the board and committee. The liaison: 1. Acts as an advocate for their committee during board meetings; and 2. Reports to their committee any relative action taken by the board. Committee liaisons must be careful not to usurp the authority of the appointed committee chair.

Quorum and Committee Authority

Unless otherwise noted, a quorum consists of those in attendance. Action taken by a committee must be approved by the Board of Directors unless the Board has previously provided authority to that committee for the specific action taken. The vote of a majority of the members of the committee present at a meeting shall be the act of the committee.

Attendance Policy and Cause for Removal

Committees will continue until their objectives have been met. From time to time, a committee must consider a problem of which a member has a close personal and financial interest. In these cases, the member is free to express his or her belief in the matter but then temporarily disqualify him or herself as a member until the particular issue is settled.

It may be assumed that a committee member who consistently misses meetings is no longer interested in serving on the committee and they may be removed from the mailing list. Lack of interest in the task and its progress is considered adequate reason for dropping the member from the committee.

Planning and Budget

The work plan may include a budget. Once the plan and the budget are approved by the board of directors, there should be no deviation. All committee activities and events are expected to have revenue exceed the expenditures. At the end of the fiscal year, the committee budget will zero out. There is no carryover of revenue. Staff is responsible for transacting all expenditures. At no time, should a committee

chair or member make any purchases for the Chamber unless explicit authority is given. Reimbursement shall only be made with a receipt.

Frequently Asked Questions:

- **How long will a committee meeting last?** Most meetings, unless otherwise noted, should be completed within one hour.
- **What is my length of term as a committee chair or committee member?** Appointments are for one year and coincide with the Chamber's fiscal year July 1 through June 30.
- **Can non-members be solicited for sponsorships or used as vendors?** It is the policy of the Chamber to do business with Chamber members only, whenever possible.
- **How does the committee work with the budget?** Chamber staff will maintain a budget for all programs. All proposed expenditures must be approved in advance by the Chamber staff. Programs and events are expected to be financially self-sustaining and generate revenues in excess of expenses. Funds do not carry over from one program year to another.
- **Who develops press releases and other marketing materials?** Staff members coordinate marketing materials including press releases for committee related activities. They also handle all media relations. At times a staff person may refer a media call to Chamber volunteers. Chamber volunteers will be briefed first before talking to the media.
- **What is the difference between a Standing Committee and an Ad Hoc Committee?** Standing Committee: A designated group whose activity is continuous in meeting the long range objectives of the Chamber. Ad Hoc: A designated group whose objective is specific and which will disband when that objective is met.
- **What is the approximate time per month I should expect to devote?** This varies significantly per committee. It is expected committee members read materials and consider points of discussion prior to attending the meeting. Meetings last approximately one hour. There is also expected post-meeting work depending on the committee. Therefore, it can be expected that committee members will spend 3-5 hours per month.

Standing Committee/Ad Hoc Descriptions

Strategic Priority: Drive the Vision as *the* Dynamic Regional Center

Name: Air Service (Standing Committee)

Frequency: On call of the committee Chair (Meets a minimum of twice each year or as needed)

*Participation: By Invitation Only

Description: Air service is a vital component to a community's business success while enhancing quality of life for residence. This committee will engage community partners (Big Sky Economic Development, City and County Government, and businesses) to maintain Billings' air service and grow service into new targeted destinations.

Name: Safety (Standing Committee)

Frequency: On call of the committee Chair

*Participation: By Invitation Only

Description: Billings is prospering, and with that growth come challenges that must be addressed. This committee will address the broad issue of public safety and its impacts on business.

Name: Convention Center RFP (Ad Hoc)

Frequency: On call by the committee Chair

*Participation: By Invitation Only

Description: This Ad Hoc group will select a firm to conduct a feasibility study to determine if a convention center complex (including mixed use development) should be built in Billings. The committee, working with the Chamber Board, will then use the study findings to determine next steps.

Name: Trails (Standing Committee)

Frequency: Quarterly

Participation: Open to all members of the Chamber

Description: The goals of this committee will be to work with all of our community "Trail Stakeholder Groups" to find solutions to connect our trails and keep them clean and safe while enhancing the amenities along the trails.

Name: Yellowstone River Trail Connector (Ad Hoc)

Frequency: On call by the committee Chair

*Participation: By Invitation Only

Description: To connect the segment of trail from Riverfront Park to Mystic Park: a vital link to complete "the Marathon Loop."

Name: Yellowstone Kelly Interpretive Site Development (Ad Hoc)

Frequency: TBD

Participation: Open to all members of the Chamber

Description: To develop a respectful and aesthetically appealing interpretive area at Luther 'Yellowstone' Kelly's final resting place atop Kelly Mountain at Swords Rimrock Park. This committee is responsible for publicity, fundraising, design and implementation of the entire project.

Name: **Trailhead Hospitality Corridor**

Frequency: Every other month

*Participation: At least one appointment by the Chair of the Board

Description: The mission is to coordinate existing and future planning and development efforts in the Trailhead Hospitality Corridor boundaries (Metra, Lockwood Bridge, EBURD, Swords Rimrock Park).

Strategic Priority: Grow and Recruit Talent

There are a number of community partnership projects that bring together Billings' economic development, civic organizations and business groups. The Chamber Board annually appoints at least one liaison to the following groups: **Graduation Matters** and **Billings Works**.

Strategic Priority: Lead Visitor Growth

Name: **Tourism Business Improvement District (Board of Directors)**

Frequency: Monthly.

Participation: Hotel owner or designee as appointed by City Council. Meetings are open to the public.

Description: This governing board of no more than seven individuals has oversight of the roughly \$2 million in TBID funds collected annually.

Name: **Visit Southeast Montana (Board of Directors)**

Frequency: At least quarterly

Participation: Board consists of no more than two representatives from the 13 counties and two Indian Reservations in Eastern Montana.

Description: This governing body has oversight of the roughly \$650,000 in lodging tax collected annually.

Strategic Priority: Influence Public Policy

Name: **Local Issues (Standing Committee)**

Frequency: Monthly

Participation: Open to all members of the Chamber

Description: Responsible for recommending positions to the Chamber Board that pertain to School District, City of Billings and Yellowstone County local policies and issues.

Name: **Government Affairs (Standing Committee)**

Frequency: Monthly

Participation: Open to all members of the Chamber

Description: The Government Affairs Committee is responsible for recommending positions to the Chamber Board that pertain to with issues of importance to the Chamber membership at the State and Federal levels.

Name: **Local Option Tax (Ad Hoc)**

Frequency: As needed

*Participation: By Invitation Only

Description: This Task Force will investigate options for legislation pertaining to either a local option tax or expansion of the resort tax.

Strategic Priority: Enhance Value to Members

Name: **Trailhead Classic Golf Tournament**

Frequency: As needed

Participation: Open to all members of the Chamber

Description: The task group will be responsible for sponsor recruitment, prize acquisition, promotion assistance, and event coordination.

Name: **Billings Breakfast**

Frequency: As needed

Participation: Open to all members of the Chamber

Description: The group will assist in the various functions of the event. Among these tasks include event marketing, ticket and table sales, theme development, and operations assistance at the event and meet and greet reception.

Name: **Trail Blazers**

Frequency: Monthly (3rd Wednesday of the month at 10am)

Participation: Open to all members of the Chamber and the community.

Description: Trail Blazers serve as representatives of the organization and the business community. Members participate in ribbon cuttings, welcome efforts for visiting dignitaries and convention attendees, plus assistance with various Chamber and Visit Billings related events as volunteers. There are additional charges (uniform/attire) to serve on this committee.

Name: **Shop Small (Standing Committee)**

Frequency: Monthly

Participation: Open to all members of the Chamber

Description: To increase support of our member merchants and increase traffic through small business doors.

Name: Next Gen (Standing Committee)

Frequency: Meetings include social/networking and professional development opportunities and are offered on a regular basis. Steering Committee (leadership team) meets the monthly.

Participation: Open to both members of the Chamber and non-members (additional annual fee required). Steering Committee participation is through an application process.

Description: The Next Gen network exists to foster relationships among young professionals, develop business opportunities, support civic involvement, and promote an overall investment in the future of our community .To connect, enhance and inspire Billings' young professionals to make a positive difference within the community. Through development, attraction and retention, Next Gen seeks to accelerate the influence of diverse emerging leaders, leading to positive community growth.

Name: Leadership Alumni (Standing Committee)

Frequency: Networking and Professional development opportunities are scheduled several times each year.

Participation: Open to all graduates of the adult Billings Leadership Program

Description: Currently under development

Name: Agriculture (Standing Committee)

Frequency: Monthly

Participation: Open to all members of the Chamber

Description: The Ag Committee educates members about issues pertaining to agriculture, the region's number one industry. Committee members serve a traditional pancake breakfast many times throughout the year at select events to promote the industry. Members also serve on the Ag Banquet and Ag Tour planning committees.

Name: Business Recruitment (Standing Committee)

Frequency: As needed

*Participation: At least one appointment by the Chair of the Board

Description: To assist Big Sky Economic Development in their business recruitment efforts.

Name: Past Board (Standing Committee)

Frequency: Four times a year

*Participation: Open to all past member of the Billings Chamber Board of Directors

Description: To inform and engage past leadership of the Chamber Board of Directors.

Name: Ambassadors (Standing Committee)

Frequency: Monthly

Participation: Appointed through an application process

Description: Support the mission of the Chamber by connecting new and existing members to opportunities to grow their business and to advocate for the members to the Chamber staff.

Name: **Connections (Standing Committee)**

Frequency: Weekly

Participation: Open to all members of the Chamber for a small fee, limited to one per industry and attendance is tracked.

Description: Members meet weekly to exchange business leads, network and support each other.

Name: **Collaborate (Standing Committee)**

Frequency: Weekly

Participation: Open to all members of the Chamber at no cost and no limit to industry.

Description: Members meet weekly to exchange business leads, network and support each other.

Strategic Priority: Exceed Organizational Expectations

Name: **Board of Directors**

Frequency: Monthly

*Participation: Members are elected by the membership via the board's nominating committee process.

Description: This 17-person board is the governing body of the Billings Chamber of Commerce. Details and expectations, including an application may be found on the chamber's web site.

Name: **Executive Committee**

Frequency: Monthly

*Participation: Elected by the membership and appointed by the Chair of the Board

Description: The Executive Committee assumes governance responsibilities between board meetings, sets the board agenda, operates at the nominating committee and advises the President/CEO.

Name: **Finance Committee**

Frequency: Quarterly

*Participation: Appointed by the Chair of the Board

Description: The Finance Committee oversees organizational financial planning and makes recommendations to the Board of Directors.



Committee Name

“OUR VISION IS to achieve excellence in community leadership and growth.”

“OUR MISSION IS: to develop a strong business climate and vibrant economy by serving the community in a leadership role thereby enhancing the quality of life.”

- Committee Leadership** Committee Chair: NAME
Chamber Staff: NAME
- Committee Schedule** Noon, at Chamber Oct; Jan; April; July or as needed
- Committee Focus** As identified in the “Committee Descriptions” section of the “Committee Guidebook”
- 2015-16 Success**
As identified in the 2015-2020 Strategic Plan

AGENDA

Date, Time, Place (lunch/coffee or other appropriate acknowledgements)

1. Welcome and Introductions—CHAIR OR STAFF NAME
TRAILS EXAMPLE:
2. Presentations
 - a. Jeff Butts—Bicycle parking
3. Billings Bypass Bridge—General discussion
4. PRIORITY: Yellowstone River Segment—Subcommittee Chair Kasey Austin
 - a. Western Sugar Easement
5. PRIORITY: Swords Rimrock Park Trailhead Entryway—Mike Whitaker
 - a. Date for installation of entryway sign and kiosk
6. Partner Updates
 - a. ZooMontana to Riverfront Park Trail Feasibility Study—Kasey Austin/Jeffrey
 - b. City Parks and Recreation—Mike Whitaker
 - c. City/County Planning—Scott Walker
 - i. Highway 3 (27th to Zimmerman)
 - ii. Zoo to Riverfront Park
 - d. BikeNet—Jeff Bollman
 - i. 6th to Metra Trail
 - ii. Ales for Trails
7. Next Meeting of the full Committee:
 - a. 2nd Tuesday at noon at the Chamber in Oct ; Jan; April; **July (July 14)**

Committee Chair approves agenda. Notify speakers and inform them of expectations (action taken, info only, etc) and time limit. PDF and send to committee in advance



Notes should be: succinct; in headline form; only include action or follow-up items; or issues discussed that need to be memorialized or shared with the board. PDF and send to the committee within a week following the meeting.

COMMITTEE NAME Minutes July 24, 2012

Underlined items require action.

Attendance—The current list of committee members was distributed. Members were asked to contact those not in attendance and personally invite them to the next meeting.

Yellowstone River Connector—Next meeting date set. Committee meeting with landowners and elected officials. John will see if it is appropriate to present an update to the parks board. Committee focus this year is on securing landowner agreements and having land surveyed and engineering recommendations in place.

Fundraising—Lee Humphrey reminded us of the signature fundraising activity thru Rotary. Lee will provide us an update on how to proceed. It is crucial to support paving of Black Otter Trail to get Scenic Byway designation. Darlene is working to secure funding for a restroom. John will work with Nash to set up the next meeting.

License Plate—Trailhead plates were developed in partnership with the Chamber and Big Sky Economic Development. Chamber's share of profits dedicated to trail development. \$6,300 has been received. The Tourism Business Improvement District fronted \$4,000 and has now been repaid. The EDC and Chamber have agreed to invest about \$500 each (\$1000 total) to further market the sale of the plate. Goal of committee is to generate \$10,000 before July 1, 2013. Task force includes: Kelly McCandless from the Chamber; Jeremy Van Atta from EDC; Dan Austin. Please let us know if you are interested.

Community Trail Tours—ALL, we need someone to be point person on providing leadership tours of our trail system—maybe Robin Hanel? Maybe this could be done Saturday after Ales for Trails and end in Mystic Park with a barbecue?

Swords Park Marketing Materials—develop a walking/biking tour brochure with historical notes. Kelly will coordinate and will work with Mike Whitaker, Kevin Kooistra and AD Creative.

Miscellaneous

- BikeNet is seeking its first executive director
- Committee reviewed Chambers current legislative position on trails. Email changes to Bruce by Aug 1.

Next Meeting—Set for October 4 from 12-1 at the Chamber.