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CONSTITUTION AND BY-LAWS
OF THE
ANGELINA COUNTY CHAMBER OF COMMERCE, INC.
Adopted August 24, 1933
Amended November 9, 1984

ARTICLE I.

Name:

Section 1. The name of this organization shall be "Angelina County Chamber of Commerce".

Location:

Section 2. The principal offices of this organization shall be in the City of Lufkin, County of Angelina, Texas.

ARTICLE II

Object:

Section 1. The object of this organization shall be to promote the civic, commercial, industrial, and agricultural interests of Angelina County and to aid in the development of all legitimate enterprises which will tend to increase their prosperity.

Section 2. It shall stand for local harmony and shall be non-partisan, non-sectional, non-sectarian and non-profit in its activities. It shall comply with all IRS requirements and regulations relating to a 501 (c) (6) tax exempt organization.

ARTICLE III

Membership:

Section 1. **Eligibility:** Any person, firm, association, corporation, partnership, or estate of good standing located or doing business in Angelina County or vicinity, interested in the civic, commercial, industrial, and agricultural interests (of the County and vicinity) shall be eligible for membership. The Board of Directors shall approve all applications for membership prior to the issuance of same.

Section 2. **Membership and Dues:**

(A) Membership in the Angelina County Chamber of Commerce shall be as follows:

1. Business Membership
2. Designated Membership
3. Personal Membership

(B) Membership defined:

1. A business membership is available to any person, firm, organization or association engaged in any profession, or furnishing any service, and to such classifications engaged in buying,

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selling, processing, manufacturing and distributing goods, wares, and merchandise of any kind or character. Such membership shall be entitled to one selected individual representative in the Chamber of Commerce, except designated membership as hereinafter provided.

2. A designated membership is available to any individual of good reputation who is an officer, executive or an employee of any person, firm, organization, or association holding a business membership who is a designated member by his employer. Such employer may designate one member for each multiple of $50 paid as dues in excess of $300.00

3. A personal membership is available to any individual of good reputation, not usually engaged in his own business or enterprise, but who ordinarily earns a livelihood as a salaried employee for another individual, firm, organization or association, or one who is employed by any branch of the local, state or federal government or persons who may be retired or persons who have independent income.

(C) Dues:

1. Business membership shall be a minimum of $120.00
2. Designated membership dues shall be a minimum of $50.00
3. Personal membership shall be a minimum of $25.00
4. The dues structure shall be reviewed and adjusted by the Board of Directors on a periodic basis as deemed appropriate.

Section 3. Voting & Holding Office

(A) Voting: Business memberships, personal memberships, and designated memberhsips shall each have one vote, provided the dues of any such member are not more than sixty (60) days past due at the time any vote is cast.

(B) Holding Office: The selected individual representative of all business memberships, all personal memberships and all designated memberships are entitled to hold office in the Angelina County Chamber of Commerce, provided the dues of such member are not more than sixty (60) days past due at the time any nomination or appointment is made.

Section 4. **Payment of Dues:** Dues shall be payable quarterly, semi-annually or annually in advance and the membership shall be effective on the first day of the month in which the membership application is signed.

Section 5. **Resignations:** Resignations from membership shall be made in writing, but shall not relieve any member from liability for any dues accrued and unpaid at the same time resignation is filed.

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Section 6 **"Delinquents" Notification & Removal from Membership:** Any member whose dues remain unpaid ninety (90) days after maturity shall be reported to the Board of Directors, which may, thereupon, declare such member delinquent. There shall be mailed such member a bill covering the unpaid dues and a copy of this section. If the dues remain unpaid for a period of thirty days thereafter, the delinquent may be dropped from membership and notice of this fact may be printed in the official publication of the organization.

Section 7. **Expulsion:** A member may be expelled by a two thirds vote of the Directors present at any regular or special meeting for causes which are, in the opinion of said Directors, detrimental to the best interests of this Chamber.

In such cases, the charge shall be presented in writing to the Board of Directors and a copy of the charges preferred sent to the member in question by the Manager. The member shall be entitled to a hearing prior to the action of the Board. All proceedings and procedures, at such hearing, shall be determined by the Board of Directors. The decision of the Board, as to the existence of cause for expulsion, shall be final and binding, unless an appeal be taken to the membership of the Chamber and the decision of the Directors overruled.

ARTICLE IV

Government:

Section 1. **Power of Board of Directors:** The government of the Angelina County Chamber of Commerce, the direction of its work and the control of its property shall be vested in the Board of Directors, consisting of twenty-four members who shall be elected hereinafter provided.

Section 2. **Meeting:** They shall meet regularly on the second Friday of each month.

Section 3. **Special Meeting:** A special meeting of the Board of Directors may be called at any time by the President or by three Directors.

Section 4. **Vacancies:** A member of the Board who shall be absent from three (3) consecutive, regular meetings of the Board of Directors shall be automatically dropped from membership of the Board, unless confirmed by illness, or otherwise decreed by a majority of those voting at any meeting thereof.

Vacancies on the Board, or among the officers, shall be filled by the Board by a majority vote. A new director thus appointed, may be renominated, provided he has not served more than one year.

Section 5. **Absence of Committee Members:** When a member of a committee fails to attend three consecutive meetings of his committee, except for absence from the City, or sickness, he shall be automatically dropped and notified by the committee chairman.

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Section 4. **Executive Vice President:** The EVP shall be the chief administrator and executive officer. He shall serve as secretary of the Board of Directors and cause to be prepared notices and minutes of meetings of the Board.

The Executive Vice President shall serve as advisor to the President and Program of Work Committee on program planning. He shall assemble information and data and cause to be prepared special reports as directed by the program of the Chamber.

The Executive shall be a non-voting member of the Board of Directors, the Executive Committee and all committees.

The Executive shall be responsible for the preparation of an annual report to the membership.

With assistance of divisional Vice Presidents, he shall be responsible for administration of the Program of Work in accordance with the policies and regulations of the Board of Directors.

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

With the cooperation of Program of Work Committee and Budget Committee, he shall be responsible for the preparation of an operating budget covering all activities of the Chamber, subject to approval of the Board of Directors. He shall be responsible for all expenditures with approved budget allocation.

Section 5. All employees of the organization shall be required to give a fidelity bond issued by a corporate bonding company, approved by the Board of Directors, in the sum of $10,000 for the Executive Vice President and $5,000 for each additional employee, the premium thereon to be paid by the Chamber of Commerce. The bond shall be made payable to the Angelina County Chamber of Commerce and shall be held by the President.

ARTICLE VI.
Committee Organization:

Section 1. **Appointment and Authority:** The President, by and with the approval of the Board of Directors, shall appoint all Committees and Committee Chairmen. He may appoint such ad hoc committees and their chairmen as he deems necessary to carry out the program of the Chamber. Committee appointments shall be at the will and pleasure of the President and in no event shall exceed the term of the appointing President.

Section 2. **Limitation of Authority:** No action by any member, committee, division, employee, director or officer shall be binding upon or constitute an expression of, the policy of the Chamber, until it shall have been approved or ratified by the Board of Directors.

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Committees shall be discharged by the President when their work has been completed and their reports accepted, or when, in the opinion of the Board it is deemed wise to discontinue the committee.

Section 3. **Testimony:** Once committee action has been approved by the Board, it shall be incumbent upon the committee Chairman, or in his absence, whom he designates from his committee as being familiar enough with the issue to give testimony to, or make presentations before, civic and governmental agencies, rather than the members of the staff who may be in attendance.

Section 4. **Division:** The Board may create such division, bureaus, departments or councils as it deems advisable to handle the work of the Chamber.

The Board shall authorize and define the powers and duties of all divisions, bureaus, departments and councils. The Board shall annually review and approve all activities and proposed programs of such divisions, bureaus, departments or councils.

No action or resolution of any kind shall be taken by divisions, bureaus, departments or councils having bearing upon or expressive of the Chamber unless approved by the Board.

ARTICLE VII

Meetings:

Section 1 (A) Meetings of the members may be called at the discretion of the President or the Board of Directors; twenty shall constitute a quorum.

(B) The Board of Directors shall meet the second Friday of each month.

(C) In case of an important conflict in the meetings, the President, or the Board of Directors, is hereby given the powers to postpone or change the meeting to another date.

Section 2. All meetings of the members shall be open to the attendance of all members of the Chamber.

Section 3. The annual meeting of the Chamber of Commerce Shall be held in January unless it be found by the Board of Directors expedient to change the date.

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ARTICLE VIII.

Elections:

Section 1. Individual members and the duly authorized representatives of business, whose dues have been paid for the preceeding year, shall be entitled to vote, but no member shall be entitled to more than one vote except where a person is an individual member and also an authorized representative of a business membership, then he shall be entitled to cast a vote for each.

Section 2. At the first meeting in November 1933, the Directors shall draw lots for one, two and three year terms, by placing six threes, six twos and thirteen ones on plain white paper, folded so that the number are not disclosed. Absent Directors shall have slips drawn for them by the President and the Directors present shall draw for themselves. Each slip will indicate the number of years each Director is to serve.

Section 3. **Selection & Election of Directors:**

(A) Nominating Committee: At the regular August Board meeting, the President shall appoint a Nominating committee of three (3) Past Presidents of the Chamber and two (2) members of the present Board. The President shall designate the Chairman. Prior to September 1, this committee shall present to the EVP a slate of eight candidates, as hereinafter provided, to serve three-year terms to replace Directors whose regular terms are expiring. Each candidate must be an active member in good standing and must have agreed to accept the responsibility of directorship. No Board member may be elected to two or more consecutive 3-year terms. At least one year must separate each elected three-year term.

(B) a. On alternate or even numbered years, beginning 1986, seven names shall be placed on the ballot for directors, in alphabetical order, under the title "County-wide Nominees."

One name shall be placed under a second section of the directors ballot entitled "Diboll Nominees." A Diboll Nominee shall be a Diboll resident member of the Angelina County Chamber of Commerce.

b. Beginning in 1985, and on odd numbered years, thereafter, the Nominating Committee shall place, in alphabetical order, the names of eight nominees on a general ballot for Directors.

(C) Publicity of Nominations: Upon receipt of the report of the Nominating Committee, the EVP shall immediately notify the membership by mail, of the names of persons nominated as candidates for Directors and the right of petition.

(D) Nomination by Petition: Additional names of candidates can be nominated by petition bearing the genuine signatures of at least twenty (20) 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(s) shall be final.

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(E) Determination: If no petition is filed within the designated period, the nominations shall be closed and the nominated slate of eight candidates shall be declared elected by the Board of Directors at their regular October Board meeting.

If a legal petition shall present additional candidates, the names of all candidates, in alphabetical order, shall be placed on a ballot. Identification shall be made on the ballot to identify those candidates nominated by the Nominating Committee. The EVP shall mail this ballot to all active members at least 15 days before regular October Board Meeting.

The ballots shall be marked in accordance with instructions printed on the ballots and returned to the Chamber office before the October Board Meeting. The Board of Directors shall, at their regular October Board Meeting, declare the ~~six~~ eight candidates with the greatest number of votes elected.

Section 4. **Seating of New Directors:** All newly elected Board members shall be seated at the regular January meeting and shall be participating members thereafter.

Section 5. **Selection and Election of Officers:** At the October Board meeting, the President shall nominate three (3) directors to serve as a nominating committee for officers and this committee shall present a slate of officers at the November Board Meeting to include a President, President-Elect, four (4) Vice Presidents of equal rank and a Treasurer.

Section 6. **Policy:** The Board of Directors is responsible for formulating the 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 shall employ an EVP and fix his salary and other consideration of employment.

ARTICLE IX

Referenda:

Section 1. The Board, upon their own initiative, may submit a question by mail referendum to the membership. At least fifty-one percent of the membership must act and a two-thirds majority of those voting must be recorded in favor of, or against, the proposition submitted before it shall be adopted by the Board of Directors.

ARTICLE X

Order of Business:

Section 1. The order of business, at the meeting of the Board, shall be as follows:

1. A quorum being present, the President shall call the meeting to order.

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2. The minutes of the last meeting shall be read and considered; approved if there are no amendments.

3. Reading of communications.

4. Report of Committees

5. Unfinished Business

6. New Business

7. Adjournment

ARTICLE XI

Obligations and Contracts:

Section 1. All notes, contracts and other obligations for the payment of monies, made and entered into, by or on behalf of the Chamber of Commerce, shall first be authorized by the Board of Directors and be signed in the corporate name of the Chamber of Commerce by the President and attested by the Executive Vice President.

Section 2. No Bureau Chairman, Committee Chairman, or other member, except hereinotherwise provided, shall have authority to incur any indebtedness binding the Chamber of Commerce, or make any contract of a financial nature involving the same without the approval of the Board of Directors.

ARTICLE XII

Finances:

Section 1. **Funds:** All dues money paid to the Chamber shall be placed in a general operating fund. Funds unused from the current year's budget will be placed in a reserve account.

Section 2. **Disbursements:** Upon approval of the budget, the EVP is authorized to make disbursements on accounts and expenses provided for in the budget without additional approval of the Board of Directors. Two signatures are, however, mandatory for all disbursements. Expenditures not budgeted shall be presented to the Board for their approval.

Section 3. **Fiscal Year:** The fiscal year of the Chamber shall close on December 31.

Section 4. **Budget:** As soon as possible, after election of the new Board and Officers, the Budget Committee shall compile a budget of estimated expenses for the coming year and submit it to the Board for approval.

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 Certified Public Accountant and their report brought before the board for approval.

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ARTICLE XIII

Appeals:

Section 1. Any member of the Chamber of Commerce, who may become aggrieved or dissatisfied with the action of the Board of Directors, Officers, or Chairman of a committee shall have the right to appeal to the Chamber of Commerce at one of the regular meetings thereof, where such action shall be subject to review and to affirmance, reversal or modification as the majority of the members present may determine.

Section 2. Such appeal must be in writing and must be taken within two weeks after the action complained of was had. The petition for appeal must be addressed to the President or the Executive Vice President and state clearly and briefly the nature of the grievance or complaint.

ARTICLE XIV

Continuity of Organization

Section 1. These By-Laws supercede all existing By-Laws of the Angelina County Chamber of Commerce and shall take effect upon their adoption. No interruption of the organization of the Angelina County Chamber of Commerce shall result from the adoption of these By-Laws, but all officers and agents now serving the Angelina County Chamber of Commerce shall continue to hold their several positions and exercise their respective functions under the organization under said By-Laws, and all existing membership, property and rights of the Angelina County Chamber of Commerce shall pass to and vest in this Association fully and completely without further formality or transfer.

ARTICLE XV

Amendments to the Constitution:

Section 1. This Constitution, or any part thereof, may be repealed, substituted or amended by a majority vote at any regular meeting or at a special meeting of the Board of Directors called for that purpose, but no such repeal, substitution or amendment shall be adopted unless notice of the character and nature thereof as well as the time when same will be presented, shall be given in writing to the members and posted in the rooms of the Chamber ten days prior to action thereon.

ARTICLE XVI

Politics:

Section 1. Neither the Chamber of Commerce as a body, the Board of Directors, in its official capacity, or the members assembled in meeting, shall commit this organization on any political question or to any political action that does not directly affect its interest, but the Board of Directors may refer to a general meeting of the Chamber of Commerce any public matter it may deem proper for discussion and action and which is germane to the purposes of the Chamber.

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ARTICLE XVII

Parliamentary Procedure:

Section I. "Roberts Rules of Order" Shall be recognized by the Angelina County Chamber of Commerce as the authority governing all matters of parliamentary nature.

ARTICLE XVIII

Dissolution:

Section I. **Procedure:** The Chamber shall use its funds only to accomplish the objects 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 and qualified charitable, educational, scientific or philanthropic organizations to be selected by the Board of Directors.

Amended May 6, 1965
Amended August 10, 1972
Amended December 13, 1973
Amended November 14, 1974
Amended December 9, 1976
Amended August 11, 1977
Amended May 12, 1978
Amended November 14, 1980
Amended November 9, 1984

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1986

COUNCIL APPOINTMENTS
ANGELINA COUNTY CHAMBER OF COMMERCE

ORGANIZATIONAL DEVELOPMENT DIVISION	Claude Smithhart	Lufkin Printing Company P.O. Box 589 Lufkin, Texas 75901 634-3337
Public Relations	Cooper Castleberry	Castleberry's Furniture 316 W. Frank 632-7747
First Friday	Bob Bowman	Bob Bowman Associates P.O. Box 1731 634-7444
Membership Development	Claude Smithhart	
ECONOMIC DEVELOPMENT DIVISION	Bob Brown	Texas Power & Light P.O. Box 728 632-5596
Agri-Business Council	Paul DuBose	W.A. DuBose 2509 W. Frank 632-3363
Industrial Prospect Task Force	Bob Brown	
Tourist/Convention Council	Louis Bronaugh	Bronaugh Opticians P.O. Box 546 632-1010
SHO Sub-Committee	Monty Stafford	Stafford's Liquigas P.O. Box 413 634-2268
Texas Forest Festival Sub-Committee	S.W. Henderson, LLL	Lufkin Federal Savings & Loan P.O. Box 40 639-2121
Small Business Council	Chuck Stemple	Stemple's Appliance 117 N. First 634-2500

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COMMUNITY DEVELOPMENT DIVISION	Bettie Williams	Memorial Medical Center P.O. Box 1447 634-8111
Cultural Arts Council	Martha Brazil	325 Sunset 634-3917
Angelina Beautiful/Clean (ABC)	Jerry Benson	Southwest Securities P.O. Box 528 632-2300
Law Enforcement Council	Ronnie Robinson	Dunagan Warehouse Corp P.O. Box 1664 637-6277
PUBLIC AFFAIRS DIVISION	John Lee Slaughter	John Lee Slaughter, Inc. 907 Pershing 632-3212
Air/Surface Transportation Council	Horace Stubblefield	Sabine Investment P.O. Drawer V Diboll, Texas 75941 829-5221
Legislative Council		
EDUCATION DEVELOPMENT DIVISION	Charles Kent	107 Kerr 639-1397
Education Council	Leon Manning	Axley & Rode P.O. Box 1388 634-6621
Leadership Lufkin Council	Tom Richards	First City Bank P.O. Box 789 632-4411
Leadership Lufkin Program		

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FINANCE DIVISION	Tom Richards	First City Bank P.O. Box 789 632-4411
Budget		
Dues ReEvaluation		
Audit		

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PUBLIC RELATIONS COUNCIL

ORGANIZATIONAL DEVELOPMENT DIVISION

JOB DESCRIPTION

The **Public Relations Council** is under the jurisdiction of the **President-Elect** who heads the **Organizational Development Division** of the Chamber.

Council Meeting Schedule: Monthly

MISSION:

To serve as the official public relations arm of the Chamber, welcome new businesses and coordinate an increase in general rapport of the Chamber membership.

Image of the Chamber is at an all time high and a concerted effort needs to be maintained to keep this level of interest as well as continue efforts to involve new blood in all areas of Chamber work.

1. Welcome new businesses by hosting ribbon cutting ceremonies.
2. Host area news media at a special reception
3. Visit Chamber membership on a regular basis
4. Host new member orientations on a quarterly basis
5. Represent Chamber at special events such as the Annual Banquet and other activities where requested.

MEMBERSHIP DEVELOPMENT TASK FORCE

MISSION:

To serve as the catalyst for membership development for the Angelina County Chamber of Commerce. Enlisting new member support will be of prime importance.

1. Carry out a major blitz membership drive in the first quarter of 1986.
2. Make a determined effort to contact new business about Chamber membership within three months after they host their ribbon cutting ceremonies.
3. Recognize long time members of the Chamber with some special recognition such as a plaque for five, ten, etc., years membership.
4. Coordinate publication of a membership directory for all members.
5. Work to cut down on number of delinquent accounts.
6. Increase Chamber income from dues of new members by $10,000.00.

FIRST FRIDAY TASK FORCE

MISSION:

To schedule twelve key programs for the Chamber membership at a regular membership luncheon the First Friday of each month .

Since 1974, this program has been a viable part of the overall Chamber operation and has done much to update the image of the Chamber. Programming has been timely, entertaining and informational in format and has allowed a forum for communication between the Chamber membership.

1 Strive to bring key leaders to the area to speak to Chamber membership on items of timely interest.
2. Use this forum to highlight the growth of our area.
3. Use the First Friday meetings to create a better rapport among the Chamber membership.

REPORT TO: President-elect and Chamber Board

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AGRI-BUSINESS COUNCIL **ECONOMIC DEVELOPMENT DIVISION**

JOB DESCRIPTION

The **Agri-Business Council** will be under the jurisdiction of the **Vice President** of the **Economic Development Division.**

MISSION:

To foster a sound agri-business relationship through programming which emphasizes the impact of agri-business in Angelina County.

The economic development story of agriculture in Angelina County must be continually promoted as a major asset to the area and programming must be continued to accomplish this goal.

1. Host the Annual Angelina County Jr. Livestock Show.
2. Coordinate the Annual Hay Show
3. Develop meetings and tours which will benefit the agri-business community.
4. Work toward the promotion of the Angelina County Exposition Center.
5. Promote area FFA and 4-H activities.

Promote activities which will bring recognition to the area's most prevalent asset - the forest and timber industry.

Lufkin and Angelina County owe its strong economic base to timber and forest industry and efforts should be maintained to promote their impact.

1. Continue efforts in promoting the newly revived Texas Forest Festival.
2. Host the Annual Woodlands Clinic for area 4-H and FFA groups.
3. Keep abreast of legislation which affects the forestry industry negatively and create action necessary to alleviate such legislation.
4. Promote the strong efforts of the Texas Forestry Association, the voice of the forest industry, which is headquartered in Lufkin.

REPORT TO: Assigned Vice President and Chamber Board

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INDUSTRIAL PROSPECT TASK FORCE **ECONOMIC DEVELOPMENT DIVISION**

JOB DESCRIPTION

The **Industrial Prospect Task Force** will be under the jurisdiction of the **Vice President** of the **Economic Development Division.**

Committee Meeting Schedule: As needed

MISSION:

Strengthen the economic base of the Angelina County area through assistance to new industry and business in locating in the area.

The Lufkin/Angelina County area is in a prime location with a quality of life which would be ideal for many new industrial prospects. It is time to give a concerted effort to industrial expansion in our growing area. A progressive posture must be created in order to provide continued growth.

1. Schedule Industrial Team to meet with prospective new industry by hosting a special team training seminar available through Texas Power & Light.
2. Attract at least one new industry to the area with 50-100 new employees.
3. Participate with as many attendees as possible on the East Texas Chamber of Commerce Industrial Tour.
4. Consider an ad campaign in selected newspapers and magazines advertising the area as a prime area for new industry.
5. Update Industrial Fact Book for promoting the area
6. Host an Industrial Allies Day in Lufkin.

REPORT TO: Assigned Vice President and **Chamber Board**

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TOURIST/CONVENTION COUNCIL **ECONOMIC DEVELOPMENT DIVISION**

JOB DESCRIPTION

The Tourist/Convention Council will be under the jurisdiction of the **Vice President, Economic Development.**

Committee Meeting Schedule: As needed

MISSION:

Market the Lufkin/Angelina County area as a viable convention and vacation center and thereby increase and diversify the economic base of the area. Also promote area tourist attractions.

With the advent of the Lufkin Visitor and Convention Bureau and the Lufkin Civic Center, the area is making an impact on convention dollars; this and the area attractions we have to offer need to be continually spotlighted. Major emphasis should be placed on conventions due to the tremendous impact such events have on local economy.

CONVENTION PROMOTION

Locally with Area Hotels & Motels

1. Assist upon request, hotel/motel properties with meeting insuring all visitors that they are welcome to Lufkin
2. Assist Lufkin Hotel/Motel Association with their meetings & Programs.
3. Inform all properties concerned when bidding on any furture conventions schedule for Lufkin.

Locally with area Civic & Service Clubs

1. Encourage all area clubs to have district meetings in Lufkin
2. Assist all clubs in welcoming out of town VIP's visiting their clubs.
3. Encourage all clubs to use local hotel/motel properties and Civic Center for large banquets and/or meetings.

Out of Town Blitz

1. Committee to be selected to travel to Austin to make convention sales calls to various state associations inviting them to hold future conventions /meetings in Lufkin.

Welcome Conventions Already Scheduled & Provide Other Assistance

1. Upon request, have members of the committee greet convention delegates to Lufkin.
2. Upon request, furnish convention packets to delegates.

Work with Pentacostal Group on Housing Needs

1. In cooperation with the Lufkin Hotel/Motel Association, the Bureau shall assist in creating a housing system for the annual Pentacostal encampment.

Promote Impact of Convention on Area to Local Citizenry

1. Through the LVCB's slide presentation, make local citizens aware of the Bureau's activities.
2. Make local citizens aware of the economic impact of the Tourist/ Convention dollar.

Tourism Promotion

A. Participation in Vacation Shows with ETCC
   1. indirect participation in the following shows: Houston, Dallas, St. Louis, Lower Rio Grande, Chicago, Des Moines, Tulsa, Little Rock.

B. Participation in ETCC Vacation Guide
   1. purchase full page ad in the guide each year and receive 50,000 Lufkin/Angelina County brochures.

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2. participate in travel shows with our brochure
3. make guide available to general public through the Bureau's office.

C. Coordinate Better Relations with Rayburn Motels & Marinas
1. A meeting with Sam Rayburn motel & marina owners and the Tourist/Convention council to enhance the overall promotion of the lake and its accommodations, i.e. rooms for rent, campsites, marinas.
2. promote the lake in travel shows and through brochures.

D. Coordinate better relations with area boat association.
1. assist with annual boating trades association boat show.
2. LVCB possibly becoming a member of the East Texas Boating Trades Association.

E. Promote Area Attractions
1. TFA Museum
2. Museum of East Texas
3. Woodland Trails & Area National Forests
4. Lake Sam Rayburn
5. Ellen Trout Park & Zoo

Print and make available brochures concerning each attraction.
Tourist/Convention Council should be familiar with attractions.

F. Promote District & Regional Sport Playoffs
1. contact area coaches and invite divisional playoffs to be held in Lufkin
2. if playoffs are held in Lufkin T/C Council should offer any administrative help needed

G. Promote Band Contests for Schools
1. contact area schools and promote an area band contest with the general public invited
2. possibly furnish trophies for such contests

H. Brochure Racks
1. supply racks & brochures to area hotel/motels and restaurants
2. supply tourist information to local service stations

I. Information Boards from THD in Key Areas Around Town
1. contact the Texas Highway Department and investigate the possibility of placing trouist information maps throughout the City

J. Promote Community Calendar
1. the LVCB will keep a list of all community activities and in cooperation with Lufkin Printing will publish a community calendar on a monthly basis
2. T/C Council members should inform the general public of this service

K. Attend Regional Seminars by the ETCC, TTDA & DTA
1. the Bureau's manager will attend TTDA & DTA conferences annually and give a report to the T/C Council upon completion of each conference
2. T/C Council members should attend ETCC Tourist Conference

REPORT TO Assigned Vice President & Chamber Board

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SMALL BUSINESS COUNCIL **ECONOMIC DEVELOPMENT DIVISION**

JOB DESCRIPTION

The **Small Business Council** is under the jurisdiction of the **Vice President** of the **Economic Development Division.**

Committee Meeting Schedule: As required

MISSION

Provide a continual service for the small business in Angelina County assisting them in their day to day business endeavors by providing a forum of leadership.

Small business makes up the vast majority of the total business picture and yet is hardest hit by government regulation, taxes, etc. There needs to be an organized effort to assist this important sector of the Chamber membership.

1. Formation of organization dedicated to perpetuation of local small businesses.
2. To provide advisory and educational benefits to its members.
3. To provide liaison with SBA, Score and other free services so that auditing review and connective action can be taken.
4. To provide information on how to cope with OSHA, sales tax, audits, taxes and other bureaucratic disruptions.
5. To encourage and develop small business so they may enjoy reasonable profits and by their proper, ethical and moral performances enhance the free enterprise system and better serve their community.
6. To promote and schedule the Loss Prevention in Business program, making these presentations available to as many businesses as possible in 1986.
7. To consider a Small Business of the Year Award.
8. Create and coordinate a Small Business Institute at Angelina College.
9. Create counseling service for small business through Chamber of Commerce office.

REPORT TO: Assigned Vice President and Chamber Board

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ANGELINA BEAUTIFUL/CLEAN **COMMUNITY DEVELOPMENT DIVISION**

JOB DESCRIPTION

The Angelina Beautiful/Clean Commission is an independent organization under the direction of the Angelina County Chamber of Commerce Board of Directors and under the jurisdiction of the **Vice President, Community Development.**

Committee Meeting Schedule: Monthly Board Meeting

MISSION

To enhance the Angelina County area through a continuing beautification effort utilizing the Angeling Beautiful/Clean Commission. Change the attitude of all the citizens of Angelina County toward the disposal of waste through education and motivation. Clean up solid-waste and litter.

We are blessed with natural beauty and we must continue enhancing that beauty with the coordinated effort of the business community to update their own areas.

1. Assist AB/C with Governor's Beautification Award competition for 1986.

2. Assist ABC in obtaining updated litter and solid waste control ordinances and seek effective enforcement of all pertinent ordinances and laws.

3. Continue Yard Beautiful promotion throughout the summer months.

4. Continue with Beautification Awards at First Friday luncheons

5. Work with area garden clubs in promoting beautification efforts.

6. Work with Diboll and Huntington in coordinating mutual beautification efforts.

7. Promote continued efforts of the Angelina Beautiful/Clean Commission program.

REPORT TO: Assigned Vice President and Board of Directors.

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CULTURAL AFFAIRS COUNCIL **COMMUNITY DEVELOPMENT DIVISION**

JOB DESCRIPTION

The **Cultural Affairs Council** will be under the jurisdiction of the **Vice President, Community Development Division**

Committee Meeting Schedule: As Needed

MISSION

To create a plan for the Chamber to become more involved in the promotion of cultural activities for the area.

The area is growing at an excellent rate and the need to grow in cultural events is apparent. It is time for a concerted effort to strengthen this type of activity in Angelina County.

1. Cooperate with area cultural groups in promoting activities in the area.
2. Work toward the creation of performing arts center which would house cultural activities, museum, work areas, performing areas, etc.
3. Work to bring special cultural activities to the Angelina County community.
4. Promote additional cultural activities in the area such as art exhibits, sculpture exhibits, etc.
5. Coordinate with the State to see if funds are available for bringing such events to the area.
6. Consider participation in the Community artists in Residency Training program.

REPORT TO: Assigned Vice President and Board of Directors

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LAW ENFORCEMENT COUNCIL **COMMUNITY DEVELOPMENT DIVISION**

JOB DESCRIPTION

The **Law Enforcement Council** will be under the jurisdiction of the **Vice President** of the **Community Development Division.**

Committee Meeting Schedule: As needed

MISSION

The Law Enforcement Council's function is to promote community appreciation for the Law Enforcement Agencies, to those individuals that perform their duties above and beyond the call of duty, and to inform the general public of the activities of the departments in a personal nature.

1. Coordinate with each law enforcement agency to submit application on their choice for an Officer of the Month.

2. Present Officer of the Month at Chamber First Friday luncheon.

3. Present Officer of the Year award at Chamber's Annual Banquet.

REPORT TO: Assigned Vice PResident and Board of Directors

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AIR & SURFACE TRANSPORTATION COUNCIL **PUBLIC AFFAIRS DIVISION**

JOB DESCRIPTION

The **Air & Surface Transportation Council** will be under the jurisdiction of the **Vice President, Public Affairs Division.**

Committee Meeting Schedule: As required

MISSION

Provide continuity of programs, leadership and encouragement to make sure the major highway and street links will be completed and the best possible use is made of limited funds.

Public transportation's appeal is being stimulated as a result of fuel costs, therefore, there is a strong need to encourage more mobility in the area. This mobility is necessary to maintain the increased growth rate in the area.

1. Continue annual trip to Austin to appear before the Texas Deparmtnt of Highways and Public Transportation Commission in reference to area highway needs.
2. Continue strong efforts in promoting overpass at Loop 287 West and Highway 94.
3. Continue efforts for extension of F.M. 819, North and West from U.S. 59 to tie Feagan Drive at Loop 287 South.
4. Study all area highway needs and make recommendations to state and local governments.

To develop optimum air Transportation and support facilities adequate for the needs of the community and promote the impact of general aviation on the area.

The improvement and upgrading of commercial and general aviation will be a key factor in the county's economic growth. The County's aviation story must be communicated locally to maintain and improve our aviation position.

1. Work with the Lufkin/Nacogdoches Advisory Committee in their efforts toward achieving a regional airport facility.
2. Create a brochure promoting the amenities of the Angelina County Airport.
3. Erect a sign at the airport highlighting the facilities.
4. Promote general aviation in the area and the impact it has on local economy.
5. Continue efforts to bring commercial commuter service to the Angelina County area.

REPORT TO: Assigned Vice President and Chamber Board.

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LEGISLATIVE COUNCIL **PUBLIC AFFAIRS DIVISION**

JOB DESCRIPTION

The **Legislative Council** will be under the jurisidction of the **Vice President, Public Affairs Division.**

Committee Meeting Schedule: As needed

MISSION

One of the basic objectives of the Angelina County Chamber of Commerce is specifically to act in the area of public affairs when necessary to scrutinize government activities on all levels, to involve further the membership in public affairs.

Government at all levels is being asked to provide more and better services and simultaneously to restrain from interfering with the ability of business and individuals to act. The concerns of the Chamber reflect this dilemma. The Chamber wants better government with less interference. Further, the Federal Government has set off on a course of additional concentration of power in its agencies irrespective of the policital philosophy that may control Congress or the Executive Branch.

1. Continue Legislative Breakfast programs with State Representative, State Senator, U.S. Congressman or other key government officials

2. Monitor activities and develop policy decisions to be brought to the Chamber Board on key legislative issues affecting business.

3. Create a timely legislative bulletin to be sent to the Chamber membership in reference to key issues affecting the business community.

4. Keep legislators abreast of the feelings of the Chamber membership on issues in Austin and Washington which affect business.

REPORT TO: Assigned Vice President and Chamber Board

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EDUCATION COUNCIL **EDUCATION DEVELOPMENT DIVISION**

JOB DESCRIPTION

The **Education Council** is under the jurisdiction of the **Vice President** of the **Education Development Division.**

Committee Meeting Schedule: As needed

MISSION

To work cooepratively with area educational institutions and related organizations in promoting education and the free enterprise system as vital elements in the success and growth of the Angelina County Community.

A continued effort must be on-going to promote the educational process in the County and the same time bridge the gap between education and business to assure responsible citizenship.

1. Host the Annual Career Fair at the Lufkin Civic Center
2. Host Annual New Teachers Banquet for all new teachers in the county.
3. Continue promotion of the CPR program in the Lufkin schools and implementation in other County School Districts
4. Continue with speakers bureau promoting the free enterprise system in area schools utilizing the films and slides at the Chamber office.
5. Continue with STAR student teacher awards, and continue to offer scholarships to STAR students.
6. Work with Angelina College free enterprise effort.
7. Host county superintendents at luncheon to coordinate activities.
8. Assist LISD in coordination of Career Education pilot program through state grant.
9. Promote the continuation of the local Adopt-A School program.

REPORT TO: Assigned Vice PResident and Chamber Board

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LEADERSHIP LUFKIN COUNCIL **EDUCATION DEVELOPMENT DIVISION**

JOB DESCRIPTION

The **Leadership Lufkin Council** is a project of the Angelina County Chamber of Commerce and will operate under the **Education Development division.**

Council meeting schedule: Quarterly

MISSION

To create an organization for graduates of the Leadership Lufkin Program whereby they can be best utilized in a broad spectrum of service areas throughout the community and to serve the following purposes:

1. To manage, oversee, recruit, and evaluate the annual Leadership Lufkin Program, from design of curricula to policy and guidelines, and to serve as a catalyst for further development of the Leadership Lufkin effort.
2. To promote an ongoing exchange of information with the community and leadership so as to be fully informed on current topics and trends of importance.
3. To offer an arena where its members can be exposed to as many opportunities for service as possible and integrate themselves into those areas of service and leadership.
4. To offer a structure whereby its members will have personal and professional access to each other and to individuals from all subsequent Leadership Lufkin classes.
5. This organization shall not be a political organization and will refrain from becoming involved in any type of political issue, whether it be partisan or non-partisan in nautre.
6. To establish such sub-committees as necessary to carry out the purpose of the organization.

LEADERSHIP LUFKIN PROGRAM

MISSION

The Leadership Lufkin Program is sponsored by the Angelina County Chamber of Commerce and coordinated by the Leadership Lufkin Council. The program consists of a series of eight seminars on such topics as City, County, and State Government, cultural ,health and social services,as well as education, local economy, and media. Each session allows the participant a comprehensive, in-depth study of Lufkin and offers an informative learning opportunities in an atmosphere that stimulates participants to work together, utilizing both new and proven tools to meet the challenges of today and tomorrow. Requirements:

1. Selection of applicants made by the Leadership Lufkin Executive Council
2. The program requires a definite commitment of time on the part of each participant. Attendance is essential for the successful completion of the course.
3. A fee, set annually by the Leadership Lufkin Executive Council, must be paid by each participant, or their employer, prior to the first meeting.
4 Graduates are entitled to membership in the Leadership Lufkin Council.

REPORT TO: Assigned Vice President and Chamber Board

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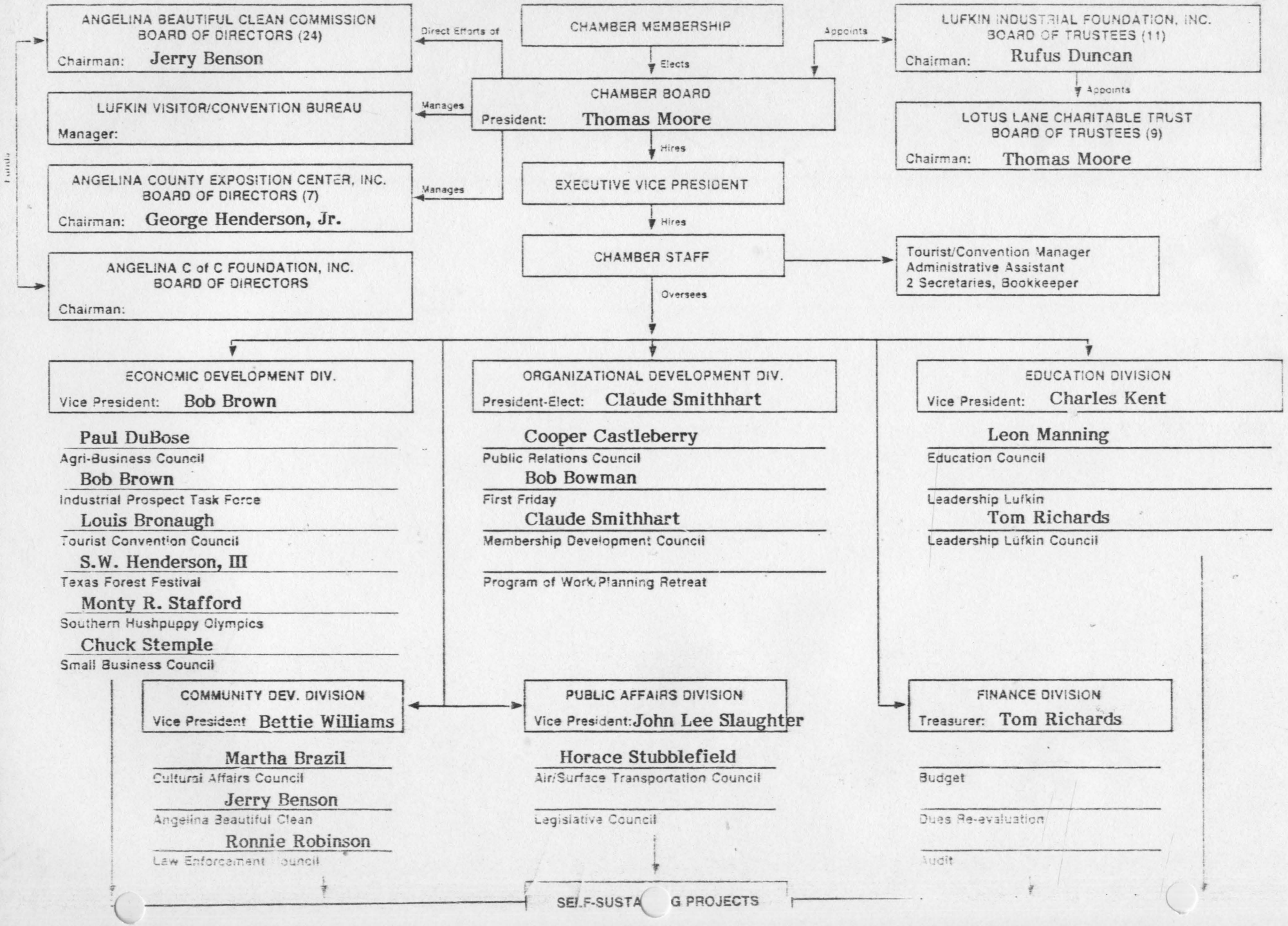
ANGELINA COUNTY CHAMBER OF COMMERCE
ORGANIZATIONAL CHART



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ANGELINA COUNTY CHAMBER OF COMMERCE

POLICY MANUAL

APRIL, 1983

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INTRODUCTION

We would like to welcome you to the staff of the Angelina County Chamber of Commerce. This manual will help you to adjust to a new environment and provide you with a broader understanding of the Angelina County Chamber's role in our community. We want you to know about our organization and to share our pride in it.

The Chamber, we believe, is the place where many ideas are born and programs started for the betterment of our city and area. You as an employee of the Angelina County Chamber of Commerce are a part of this work. The successful accomplishment of such programs rests, in large measure, on how well we do our jobs. Please study this handbook now, but from time to time refresh your memory on certain procedures and practices of the organization.

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THE ORGANIZATION

What is the Chamber of Commerce?

The Angelina Couny Chamber of Commerce is a voluntary organization of business and professional men and women who have joined together for the purpose of promoting the civic, commercial and industrial progress of our community.

The area's economic well-being is directly related to the caliber of work that is done by the Chamber. That is why the Angelina County Chamber has a major impact on business, income and future growth of the area.

There are two primary functions of a chamber of commerce: (1) it acts as a spokesman for the business and professional community and translates into action the group thinking of its members, and (2) it renders specific services of a type that can be most effectively rendered by a community organization both to its members and to the community as a whole.

Objectives of the Chamber

1. To promote a better understanding of our Private Enterprise System.
2. To coordinate the efforts of commerce, industry and the professions in maintaining and strengthening a sound and healthy business climate in the Angelina County area.
3. To sponsor aggressive programs of work and stimulate activities which will provide for full development and employment of our human and economic resources.
4. To provide creative business leadership and effective coordination of all interested parties in solving community problems and in initiating constructive community action.
5. To create broad understanding and appreciation of the great opportunities in the Angelina County area, in the state and in the nation.

How It Operates

Board of Directors - The Board of Directors is the policy-making body of the Angelina County Chamber of Commerce. Its members represent the business and professional leadership of the community. The Board consists of 18 members. Six are elected each year for three years. The President presides over all meetings of the Board.

Executive Committee - The Executive Committee consists of the President, President-Elect, Past President, Four (4) Vice-Presidents and Treasurer. It exercises the powers of the Board between those times when board meetings are held.

Division Vice-Presidents - The Angelina County Chamber of Commerce operates under the division concept. It is organized into five divisions: Organization and Development; Economic Development; Public Affairs; Civic Affairs, and Free Enterprise. The duties of the Division Vice-Presidents are two-fold: To be responsible for council productivity and to perform in a liaison and advisory capacity. They recommend prospect council leaders to the incoming President, then advise and motivate them. They should attend meetings as frequently as possible, and read all minutes and reports. They should also serve as liaison for their council leaders with the Executive Committee and Board of Directors.

Councils - A council system is the most effective means of harnessing energies and abilities of volunteer workers. Councils are responsible to the Board of Directors and report to their Division Vice-Presidents.

How it is Financed

The Angelina County Chamber of Commerce is primarily financed by the investment of its members. The maintenance of an adequate level of support from all business and professional interests in the community is essential to finance the programs that are vital to community growth and development.

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PERSONNEL POLICIES

Equal Employment Opportunity

It is the policy of the Angelina County Chamber of Commerce to grant equal opportunity to all qualified persons without regard of race, color, age, sex, religion or national origin. To deny one's contribution to our efforts for any reason other than his or her capability of performing the job is an injustice not only to the individual, but to the Chamber and community as well. It is the intent and desire of the Chamber that equal opportunity be provided in employment, wages, promotion, benefits and all other privileges, terms and conditions of employment.

Hiring

The Executive Vice President has the sole responsibility for hiring staff personnel required to conduct the business of the Chamber.

Probation & Review

Employees are hired on a six month probation, during which the new staff member may evaluate his or her interest in the position and the Chamber may evaluate the ability of the new employee. At the end of the probation period, a written evaluation will be made of the employee's attitude, ability and capacity to determine whether the employee shall be hired permanently. If hired permanently, the employee will be evaluated annually for consideration of merit raises.

Employment Records

Correct and accurate employment records are important. Information concerning address, phone number, person to contact in case of accident and change in name, marital status or number of dependents must be kept up-to-date at all times. These records are maintained by the Administrative Assistant.

Hours of Work

Regular office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday, with one hour off for lunch. All employees are expected to be at their desks and ready to work promptly at 8:00 a.m. and not to "rush the clock" at closing time. 5:00 p.m. is the time to cease work - not leave the office.

Sick Leave

When employees are ill or have an accident, they should notify the Chamber by 8:15 a.m., explaining the reason for absence and expected day of return.

During the first six months of employment, employees may receive not more than two full days of sick leave without automatic deduction of pay for the day or days lost, and during the second six months, not more than four full days of sick leave.

After the first year of employment, it is the custom of the Chamber of Commerce to pay the regular salary, within reasonable limits, when forced to be away from work due to illness. The Executive Vice President will determine the "reasonable limits of sick leave", but will take into consideration length of service pertinent, extenuating circumstances. The Executive Committee will make such a determination in the case of sick leave for the EVP.

Unused sick leave will not be paid upon termination.

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Forced Absence

It is recognized that circumstances sometime require absence other than illness and vacation. Employees will be paid for time spent away from the job in the event of death in the immediate family.

Employees will be paid the difference between regular pay and the amount received while on jury duty, or while engaged in summer training with the military service.

Absence Without Pay

On occasion, it is unavoidable for an employee to be away from the job. Employees with no accrued sick or annual leave may be granted reasonable leave without pay upon approval of the Executive Vice President.

Maternity Leave

Expectant mothers may usually work to three months before anticipated date of delivery, provided their health will allow it. Staff members may return to their former positions if the position is still open. Depending upon health, attitude, and work interest, the EVP will weigh each case individually.

Accidents

Should an employee receive injuries during the performance of his or her duties, it should be reported immediately to the Executive Vice President in order to be covered by Worker's Compensation.

Lunch Periods

One hour is allowed for lunch, between the hours of 11:00 a.m. and 1:00 p.m. Lunch hours should be coordinated so as to have the office adequately covered at all times.

Breaks

A fifteen minute break in the morning and afternoon is provided. Determination of when the break is taken is left up to the individual, with due consideration being given to the urgency of office work.

Salary Policy

The Angelina County Chamber of Commerce has a salary administration program. Salaries are based on job content and responsibility, and are comparable to those paid for similar work by area firms to insure that the Chamber can attract and keep capable employees.

Pay Period

Salary is paid on the 15th and the last day of the month. When a payday falls on a weekend or holiday, checks will be distributed on the previous working day.

Compensatory Time Off

If required by Chamber activities to work on weekends or holidays, employees may receive a like number of hours of compensatory time off. Such accumulated time may be added to paid vacation leave and it must be approved in advance.

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Salary Deductions

By law, the Angelina County Chamber of Commerce makes the following deductons from the salary of employees:

A. Federal Income Tax - The amount of this deduction for Federal taxes is dependent upon the amount of salary, the number of exemptions claimed and any special instruction the employee may give authorizing amounts to be withheld.

B. Social Security - This is provided for all employees under the Federal Insurance Contribution Act. The law requires this deduction subject to change by action of Congress. An equal amount is paid by the Chamber to help provide this protection.

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EMPLOYEE BENEFITS

Vacations

Vacations may be taken at any time during the year, but must be pre-arranged to avoid conflict with scheduled and other work of the Chamber which may require the presence of the staff member. No more than one employee may be on vacation at the same time. In the event of a conflict, preference will be given to service seniority.

Vacation Eligibility Schedule

Vacation time accumulates at the rate of one working day for each month on the payroll as a permanent full-time employee before Jan. 1 of the preceding year.

Personnel joining the staff before March 31 of the preceding year, are entitled to 10 working days allowance, through the ninth year of service.

Personnel joining the staff after October 1 of the preceding year will not be entitled to vacation during the current vacation period.

After completing 10 or more years continuous as a permanent employee on or before April 1 of the current year, employees are entitled to 15 working days of vacation time with pay.

Vacation time will not be carried over beyond the end of each calendar year. If an employee does not take the full vacation by December 31, the time will be lost.

Should a holiday which is observed by the Chamber occur during an employee's vacation, it is not charged against that employee's vacation time.

Paid Holidays

The holidays regularly observed by the Angelina County Chamber of Commerce are: New Year's Day; Memorial Day; Independence Day (July 4); Labor Day; Columbus Day; Veterans Day; Thanksgiving Day; Day after Thanksgiving; Christmas Day, and Washington's Birthday

Designated holidays falling on Saturday or Sunday will be observed as determined by local custom.

Group Medical Insurance

AETNA LIFE & CASUALTY

All full time employees of the Angelina County Chamber of Commerce are eligible for medical coverage. 100% of the monthly premium will be paid by the Chamber. Dependent coverage is also available at the expense of the employee.

Salary Continuation/Long Term Disability

This insurance is available to all full time employees following the completion of 180 days continuous service. It guarantees a monthly income to an employee who is unable to work because of an accident or serious illness. Such benefits begin after a 90 day waiting period and continue until the employee is either able to return to work, or reaches retirement age. The cost of this coverage is paid by the Chamber.

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Retirement Benefits

All full time employees who have completed one year of service and who are 25 years of age are eligible for participation in this program. The cost of this benefit is as follows: 5% of monthly salary paid by employee, 5% matched by the Chamber.

Workers' Compensation

Employees are protected under provisions of workers' compensation which provides medical and hospital care and partial compensation for lost time due to an accident or occupational disease during the course of employment.

The Chamber pays a considerable sum each year for the insurance required for this protection. Prompt report of accidents arising out of or in the course of employment is essential to protect the employees insurance interests.

Unemployment Compensation

The Angelina County Chamber of Commerce pays all of the costs for this program. No contribution is made by the employee:

Education Program

Institutes for Organization Management, a sequential six-year program sponsored by the Chamber of Commerce of the United States is conducted each summer. This one-week program provides organizational skills and knowledge for today's chamber of commerce staff member. With prior approval of the Executive Vice President, the Chamber will pay full tuition and travel expenses for selected employees to attend.

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OFFICE PROCEDURES

Correspondence

All inquiries or requests should be answered within two working days. If a delay is anticipated in order to gather information, the request should be acknowledged. Neatness and accuracy are essential.

No letter should leave the office unless a duplicate is on file. When the same letter is sent to several persons, retain only one copy with a list of persons receiving the letter.

Whenever a letter is written over the name of an officer or committee head, a copy should be sent to the person whose name is used. Prior permission must be obtained unless the letter is standard or routine. When sending a letter over another's name, determine whether the addressee is known on a first name basis.

It is easy to overlook enclosing material, so always double check mail to avoid this common error.

Mail

First class mail should be used only when necessary. All outgoing mail must be zip coded and banded "local" or "out of town" except "bulk rate" mailings which are bundled by zip code.

Postage is the same as money and therefore a budget item and accountable. Personal items are not to be run through the postage meter.

Filing

An adequate and systematic set of files is maintained. All filing should be in accordance with this standard procedure in order to make records readily available.

Leaving the Office

When a staff member is carrying out assigned duties outside the office, he or she must make sure that another member of the staff knows of the absence, the destination and approximate time of return.

Reading

Newspaper and magazine reading during office hours is not acceptable. It should, therefore, be avoided except by those who do so as part of their regular assigned duties.

Noise

Every type of noise, from whatever cause, adds to confusion and to that extent decreased good work and efficiency. Please avoid unnecessary noise or loud talking.

Neatness

Offices should be kept neat and orderly at all times. Tops of desks, files and bookcases should be kept clear of unnecessary items. Desks should be cleared at the end of the day.

Use of Telephones

In answering the telephone, each employee should bear in mind that he or she can make a friend for the Chamber or lose one every time a call is made. It is necessary that every courtesy be shown to the person at the other end.

All telephone calls should be answered promptly. The receptionist should answer all incoming calls with: "Good morning (afternoon), Angelina County Chamber of Commerce". All other employees should answer with their full name: "John Doe speaking." Do not say hello.

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Long distance calls add to the cost of doing business, and while necessary, should be held to a minimum. Never place a long distance call when a letter will suffice. all personal long distance calls must be charged to your home number. Upon completion, record long distance calls on a Long Distance Call form and turn in to the Administrative Assistant. All calls will be checked and accounted for each month.

Purchasing of Supplies and Equipment

The purchasing of all supplies and equipment will be made by the Administrative Assistant. Whenever possible, these items will be purchased from Chamber members. No purchase will be made for any purpose which is not authorized in the budget unless prior approval is obtained from the Executive Vice President.

Reimbursement of Funds

All travel for the Chamber must be approved in advance by the Executive Vice President. The Chamber will reimburse the employee in full for all direct expenses relating to the trip. An expense voucher must be completed listing in detail, and by day, all expenses to be reimbursed. Receipts for air travel, car rental and hotels must be attached to the voucher. After completing the report, it must be approved by the Executive Vice President.

Handling Finances

All funds received by the Chamber, whether cash or check, will be directed immediately to the Bookkeeper.

Paying Invoices

The Angelina County Chamber of Commerce seeks to maintain its credit standing at the very highest level at all times. This can be accomplished by the prompt paying of its bills. Staff members should see that all bills, properly approved by the Executive Vice President, are delivered promptly to the Bookkeeper.

Meeting Minutes

It is required that adequate minutes be kept of all official meetings of the Chamber's councils, subcommittees, task forces, Board of Directors and Executive Committee.

Minutes should record date, place of meeting, and the names of those present and absent. Minutes should be brief, but full enough to make clear the subject matter discussed, and what disposition was made of it. In each case, action taken must be clearly shown. Minutes are distributed to all committee members.

Cooperation of Employees

The Chamber by its nature is an example of teamwork. A high degree of teamwork is necessary at the staff level. Employees having a slack period are expected to offer their assistance to others when needed. In turn, any employee confronted with an emergency assignment can expect cooperation from all other employees.

Suggestions from employees are always welcome. They will be given every consideration, and if adopted, you will be given credit for them.

At the same time, employees should bear in mind that criticism of any work must be in the interest of better service.

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Smoking

The office staff is requested to restrict smoking to the employee's room.

Service

Employees are expected to give pleasant and courteous treatment to callers, as well as prompt, intelligent and complete service. Ours is a service organization, and our members and others expect every staff member to have the answers to many of their questions. For that reason, avoid referring the caller to other sources of information.

If the information requested is not immediately available, take the caller's name and number and then make additional effort.

Remember, to the person making the inquiry, his question at the time is most serious to him. He will judge the entire organization as to how his request is handled. Therefore, abrupt or discourteous manners in dealing with the public, or in answering inquiries by telephone, will not be condoned.

Outside Employment

Your work for the Chamber of Commerce is on a full-time basis, and you are not permitted to engage in any other employment and/or business affiliation either after or during office hours unless you have received permission from the manager.

Good of the organization and the community will be the determining factor in granting permissions for outside business affiliation and/or employment.

Dress

Staff members like to have neat, well-groomed, attractively dressed people around them. Visitors to the Chamber of Commerce expect such dress also. For these reasons, employees are asked to present a neat appearance while at work.

Male employees are expected to wear a coat and tie.

Female employees should be well groomed and tastefully dressed. Dress and appearance should not be distractive and should be appropriate to the work situation.

Pantsuits designed for daytime business wear are permissible.

Use of Time and Supplies

Time is valuable. Employees are paid for the use of their time during office hours, so the organization can reasonably expect this time will be spent effectively on organization responsibilities. Utilize time effectively.

Use stationery and other supplies economically in the performance of assignments and duties.

News Media Relations

If you receive a query about a "hot" sensitive topic: Be sure you are aware of who is calling. If you do not know, ask for his name and news media affiliation. If, after you have this, you still have doubts as to whether the caller is a legitimate newsman, jot down his question and tell him you will have to call him back. Then check with the manager, president, or available officer.

Copy Machine

The copy machine fills a real need in some areas of reproduction. However, it is perhaps the most expensive form of duplicating when used incorrectly. Please consult the secretary or manager for guidelines when considering multiple duplication.

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Copy Requests

Occasionally, there are times when a member may want documents copied. Usual policy is to do a reasonable amount at no charge. For multiple copies over 10 a charge of 10¢ is made for each copy.

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Contact With the Public

The question is often asked, "What is the chamber's position in regard to the general public who are not members of the chamber?" Our first principal is that we will attempt to serve everyone as best we can. However, there are certain requests for service such as a lengthy research project which will require so much time and money that it would be impractical to perform such service for any individual or firm that is not a member. These cases should be cleared with the Executive Vice President before any definite decision is given to the person or group requesting the service.

Use of Offices by Other Organizations

The Board room is available (free of charge) for use by other organizations with prior approval by the Executive Vice President. Organizations using Chamber facilities for meetings are liable for any damage to the building or its contents that they might incur, and will be billed for it, and are expected to leave the facility neat and orderly.

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ADMINISTRATIVE POLICIES

Affiliation With Other Organizations

There is no objection to an employee being a member of any organization which is not in direct conflict with the aims, purposes and objectives of the Angelina County Chamber of Commerce. However, an employee should consult with the Executive Vice President before accepting an office or other prominent place in such organization. No public statements should be made which are in conflict with Chamber policy. Even when acting purely as an individual, the public statements and opinions of any Chamber employee can be and are apt to be interpreted as official Chamber of Commerce policy.

The Chamber will pay membership dues in certain recognized business organizations as provided for in the Chamber budget and approved in advance by the Executive Vice President. All other organization dues are paid for by the employee.

Political Affiliations/Participation

While Chamber staff members are encouraged to be active politically in the party of their choice, no staff member may be a candidate for any political office while employed by the Chamber.

Personal Conduct

Orderly conduct in relations with the public and fellow workers should be observed at all times. Since the Chamber is judged to a great deal by its personnel, it is most important that employee conduct be above reproach off duty as well as on.

Confidential Matters

Since the Chamber is an institution to which many matters of a confidential nature are entrusted, each employee must keep in strictest confidence any information acquired and be generally discreet as to matters being handled by the Chamber.

Recommendations/Endorsements

Since the Angelina County Chamber of Commerce is supported by many firms which are in competition with one another, we do not make recommendations or endorsements of products, services, companies, etc. Such an inquiry is best answered by giving the names of all chamber members that are concerned with the particular product or service. We do not give the names of non-members when members have the product or services required about.

Solicitors

The Angelina County Chamber of Commerce does not purchase program advertising or tickets for social events. Any such solicitations should be referred to the Executive Vice President.

Participation in Fund Raising Campaigns

It is Chamber policy neither to participate in fund raising campaigns nor to endorse officially any particular drive among the many local worthy causes.

The Chamber's mailing list may not be used for any non-chamber activity.

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Budget Control

The Angelina County Chamber of Commerce operations are geared to anticipated annual receipts and expenditures. At the beginning of each fiscal year, careful estimates are made of prospective income. At the same time estimates are made of the funds necessary for the operation of programs. From these estimates, an annual budget is prepared and ultimately adopted by the Board of Directors.

In order to stay within the budget limitations, all expenditures must be approved before any commitment is made.

Publicity

All publicity having reference to The Angelina County Chamber of Commerce, its Officers, Directors and personnel is to be approved by the Executive Vice President. No information concerning the chamber should be released by members of the staff to the media without prior clearance.

Use of Equipment

Chamber policy does not permit use of any Chamber equipment for personal reasons. Any deviation requires permission in advance.

Committee Management

Standing committees, as a matter of general practice, arrange for regular meetings at least once a month. On some occasions more meetings are required and, in general, they are called by the committee chairman whenever he or she deems it necessary.

The staff member responsible for the committee or committees will:

1. Confer with the Chairman before meetings are scheduled to set up meeting dates, procedures and draft an agenda.
2. Send out meeting notices to all members of the committee.
3. Reserve meeting facilities.
4. Prepare a call sheet of committee members.
5. Make sure members are called, either on the morning of the meeting, or on the afternoon before a morning meeting to remind them of the time and place.
6. Record minutes of all meetings.
7. Offer advice and counsel when needed and/or requested.
8. Write reports on committee activity when action of the committee warrants.
9. Attain publicity for committee activity.
10. Submit committee resolutions for Board approval to the Executive Vice President prior to Board of Directors meetings.

Staff Meetings

All members of the staff will participate in a weekly staff meeting scheduled by the Executive Vice President. The purpose of these meetings is to permit staff members to recommend improvements, discuss problem areas exchange ideas and make a short report of current projects.

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March 83

ANGELINA COUNTY CHAMBER OF COMMERCE, INC.
JOB DESCRIPTION

POSITION: EXECUTIVE VICE PRESIDENT

I. NATURE AND EXTENT OF ASSIGNMENT

A. Basic Function: The Executive Vice President is the chief executive and administrative officer of the organization.

B. Scope: The incumbent is responsible to the Board of Directors for the rull range of activities —coordination of the program of work; organizational structure and procedures; motivation of volunteers; income and expenditures; maintenance of membership; employment, training and supervision of staff; interpretation of policy; maintenance of quarters; long-range planning.

C. Functions Performed:

1. Program of Work — Through the proper committee the incumbent is responsible for identification of Chamber and community needs. This involves a constant evaluation of the program, with recommendations for change as needed, and a system of measuring progress toward attainment of program and community goals.

2. Chamber Structure and Procedures — The incumbent must be constantly attentive to the internal structure of the Chamber, to insure that the organization is effectively geared to function with maximum efficiency in the anticipation, identification and solution of Chamber-community problems; the incumbent will recommend to the Board such changes in structure and procedures as are needed.

3. Motivation of Volunteers — Key to the effectiveness of the Chamber is the ability of the Executive Vice President to motivate and inspire volunteers to creative and fruitful action.

4. Income and Expenses — Through the Budget and Finance Committee, the incumbent is responsible for drawing the Chamber budget, relating budget to program goals. As approved by the Board, the Executive Vice President is responsible for all expenditures within the framework of the budget. The incumbent will prepare monthly financial statements of income and expenses and quarterly statements of expenses by department. The incumbent will insure that financial records of the Chamber are audited annually, and seek maximum efficiency in all financial procedures.

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5. Membership — Through the Membership Council, supported by the Membership Department, is responsible for maintaining the membership at a level which will insure necessary income for the operation of the program.

6. Staff — The Executive Vice President is responsible for the employment of all staff personnel, the assignment of their duties, the supervision of their work and the establishment, within the framework of the approved budget, of the terms of their employment. As indicated by the program of work, the incumbent creates such departments as are needed to implement the program. The incumbent will develop and conduct continuing on-the-job training programs and will insure participation in professional conferences, seminars and institutes as are needed to develop and maintain operations at a peak of efficiency.

7. Interpretation of Policy — The Executive Vice President will insure that Chamber policy, as established by the Board is properly recorded in minutes and indexed in the Policy Manual. The incumbent will assist the Board, committees members and the staff in interpretation of policy in relation to any given question or program. The incumbent will assist the president in preparation of statements of Chamber position on public issues.

8. Headquarters — As approved by the Board of Directors, the Executive Vice Preisdent is responsible for the location, design and maintenance of headquarters which will provide for an efficient operation and present on behalf of the community an attractive "front door" for the use of Chamber members, citizens of the community and visitors.

9. Long-range Planning — Under a constantly evolving Board of Directors and annual change in officers, is responsible for maintaining continuity and consistency in programming. Based on proper research of community needs, the Executive Vice President must anticipate emerging and long-range problems and recommend Chamber and community programs to meet such problems.

10. Most Important Contacts
    a. In relation to the Board of Directors — The Executive Vice President must earn and maintain the respect and confidence of the Board, individually and collectively. The Executive Vice President is responsible for preparation of agenda, maintenance of Board minutes and records, carrying out the plans and programs of the Board in accordance with established policies, serve as representative of the Board for all contacts with the Chamber staff, initiate programs for consideration by the Board, and advise the Board on all matters under consideration.

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b. With relation to Chamber members — The Executive Vice President must motivate members to support — personally and financially — an aggressive Chamber program. The incumbent must analyze and interpret the needs of members and recommend revisions in the program of work accordingly so as to render increasing improved service and assistance that will make memberships more valuable. The Executive Vice President will entertain suggestions, proposals, and requests from the members and translate them into action consistent with the fundamental objectives and policies of the Chamber. The incumbent will render such personal service to members as the occasion may require and time may allow.

c. With relation to staff — The Executive Vice President must lead the professional staff. Since the incumbent is responsible for the employment and training of all staff members, the Executive Vice President assumes responsibility for their efficient performance of duty. As required by the program of work, the incumbent establishes appropriate departments, defines the general purpose of such departments and assigns duties accordingly. The Executive Vice President must create working conditions which will be conducive to maximum preformance and employee morale.

d. With relation to the community — Through personal contacts with key community leaders, the Executive Vice President shapes the community. The Executive Vice President is called on frequently to relate the Chamber to all other groups in its contributions to improvement of the commercial, industrial and civic life of the community. The Executive Vice President represents the Chamber in meetings of local, state and national organizations. The incumbent must strive constantly to develop a better public understanding of the purpose and functions of the organization.

II. RESPONSIBILITY AND AUTHORITY

A. **Personnel:** The Executive Vice President is responsible for a full-time staff of approximately seven (7) people.

B. **Material or Products:** Within budget allocation, the Executive Vice President is responsible for the purchasing, storing and use of all Chamber supplies and equipment.

C. **Money:** This responsibility includes the income of the chamber, including funds from other sources that are administered by the Chamber.

III. SPECIAL DUTIES

A. Oversees all programs related to the Lotus Lane Charitable Trust; Lufkin Visitors/Convention Bureau; Lufkin Industrial Foundation, and the Angelina County Exposition Center, Inc.

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MARCH 83

ANGELINA COUNTY CHAMBER OF COMMERCE, INC.
JOB DESCRIPTION

POSITION: ADMINISTRATIVE ASSISTANT

OVERALL RESPONSIBILITY: To act as the assistant to the Executive Vice President and carry out executive functions as directed. To act as personnel officer and be responsible for overall supervision of all staff members to see that the programs of the Chamber are carried out responsibly and efficiently.

DUTIES & RESPONSIBILITIES: The Administrative Assistant will have the following duties and responsibilities, to include, but not limited to the following:

ADMINISTRATIVE & MANAGERIAL:

-Assist the Executive Vice President
-Take minutes of all council meetings and all board meetings
-Act as Secretary to the Lotus Lane Charitable Trust
-Direct supervision of the receptiion and informational services
-Oversee operations of the machine room
-Responsible for housekeeping & maintenance of quarters and equipment
-Handle all purchasing
-Liason with all other staff, assist and counsel on all programs and projects
-In charge of annual meeting
-Assist in planning and implementation of all major Chamber events.

FINANCE & MEMBERSHIP:

-Work in advisory capacity wiith Membership Development Council whose primary responsibilities are in new member development, campaigns, handling delinquents and some dues re-evaluation work.
-Supervise billing procedures, accounts receivable and member records.

BUSINESS MANAGEMENT:

-Oversee all accounting operations, reviews and approves bill with EVP
-Assist in preparation of Annual Budget
-Assists in long-range financial planning and investment of funds
-Manages retirement and insurance programs

STAFF ASSIGNMENTS:

Coordinator, Women's Council
Coordinator, Membership Development Council

ACCOUNTABILITY: The Administrative Assistant will be directly accountable to the EVP.

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ANGELINA COUNTY CHAMBER OF COMMERCE, INC.
JOB DESCRIPTION

POSITION: MANAGER, CONVENTION AND VISITORS BUREAU

OVERALL RESPONSIBILITY: The Manager, Convention and Visitor Bureau is responsible overall for the booking and scheduling of the Lufkin Civic Center (through management contract with City) and the Angelina County Exposition Center (through management contract with Exposition Board). Of prime importance is the promotion of area tourism, conventions, events and attractions in the Lufkin/Angelina County area.

DUTIES & RESPONSIBILITIES:

1. Develop and supervise plans to promote: as a convention city to area, state, regional, and international convention-holding groups and organizations; as a center for business conferences, workshops and sales meetings.
2. Develop and supervise plans and procedures: to disseminate, by personal visits or letter, information about facilities available in Lufkin which are conducive to support of conventions; for greeting executive in charge of associations holding conventions in Lufkin; for assisting groups in preparing programs and pre-convention literature.
3. Develop and supervise; master listings of conventions and exhibits scheduled to be held in Lufkin.
4. Assist in the development and supervise implementation of an annual Program of Work for the bureau.
5. Develop and supervise an annual budget with EVP.
6. Develop and supervise plans to promote Lufkin as an area tourist attraction; to work in conjunction with other cities to create new tourist programs; to publicize existing tourist attractions more fully.
7. Receives inquiries, by all communication means, pertaining to conventions and tourism, follow-up or makes personal follow-ups.
8. Greets association executives at the time of their convention and assists as required.
9. Writes, as required, literature utilized in promoting Lufkin.
10. Contacts association representatives by telephone, mail or personal visits, to present the advantages of holding a convention in lufkin.
11. As assigned staff member of committees, takes minutes of meetings and assists in the conduct of meetings as requested by committee chairmen.
12. Writes annual and quarterly reports of department performance for dissemination to EVP, City Commission and Board of City Development
13. Coordinates with the Texas Tourist Development Agencies, the Discover Texas Association, The Texas Association of Visitors and Convention Bureaus and the East Texas Chamber of Commerce for professional contacts for a continued strong program..

SPECIAL DUTIES: Coordinator, Convention and Tourism Committee; Coordinator, Hotel/Motel Association; Coordinator, Sam Rayburn Lake Advisory Council; Coordinator, Board of City Development.

ACCOUNTABILITY: The Manager, Convention and Visitors Bureau will be directly accountable to the EVP.

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ANGELINA COUNTY CHAMBER OF COMMERCE, INC.
JOB DESCRIPTION

POSITION: SECRETARY

OVERALL RESPONSIBILITY: The Secretary will perform secretarial and general office duties for the chief paid executive to include clerical services for the overall Chamber operation, she will maintain a high degree of excellence in all contacts and correspondence.

DUTIES & RESPONSIBILITIES: The Secretary will have the following duties and responsibilities, to include, but not limited to the following:

- -Handling all correspondence for the Executive Vice President
- -Transcribing all minutes affecting the Chamber operation to include councils, boards and related task forces. To see that proper disimmination of those minutes are made and maintain a master file for each.
- -Maintaining a master calendar for the EVP of all meetings scheduled and see that proper preparation is made for them (facilities, coffee, agendas, etc.).
- -The proper maintenance of all filing, making sure all correspondence and information is filed on a regular basis
- -Compilation of a variety of lists and information to include, but not limited to the following:

  Business Barometer (Monthly, by 25th)
  Realtors list (Annually, January)
  Hotel/Motel List (Annually, January)
  Apartment/Mobile Home list (Annually, February)
  Manufacturers list (Annually, February)
  Fact Sheet on Lufkin (Annually, March)
  Clubs & Organizations list (Annually, May)

- -Proficiency in all office equipment to include Postage Machine, Copy Machine, Gestetner, Word Processor, Memory Typewriter & Adding Machine.
- -Answer phone, secondarily, as a backup to the Receptionist.
- -Prepare and mail all meeting notices.

ACCOUNTABILITY: The Secretary will be directly accountable to the EVP.

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ANGELINA COUNTY CHAMBER OF COMMERCE, INC.
JOB DESCRIPTION

POSITION: RECEPTIONIST

OVERALL RESPONSIBILITY: The Receptionist will receive and graciously assist visitors by answering questions, providing published literature or directing them to the proper source and handle all routine correspondence for the Lufkin Visitor/Convention Bureau. She will maintain a high degree of excellence in all contacts and correspondence.

DUTIES & RESPONSIBILITIES: The Receptionist will have the following duties and responsibilities, to include, but not limited to the following:

- -Become knowledgeable of all Chamber of Commerce activities
- -Direct visitors to proper meetings or staff personnel as needed
- -Answer phone as the primary liason with the Chamber and the caller, answering requests, or directing caller to proper source
- -Direct visitors to various attractions, services, or accommodations in the area.
- -Dispense maps, brochures and information
- -Answer mail inquiries daily.
- -Keep brochure racks filled and in order as well as maintaining an inventory of brochures and other needed materials.
- -Handle sales of items
- -Maintain inventory of City Directories
- -Clip and file press clippings
- -Aid in the setting up, notifying, typing of agenda's and reminding members by telephone of scheduled meetings. (Maintain master committee list).
- -Keep council lists up-to-date
- -Address envelopes, assemble mailing pieces, fold and stuff envelopes and deliver to post office
- -Address newsletter monthly and deliver to post office
- -Maintain a monthly calendar of events for inclusion in the newsletter and mailing to media (including Cablecom).
- -Make coffee each morning by 8:15 A.M.
- -Become proficient in all office equipment to include typewriter, copy machine, gestetner, postage machine.
- -Assist in general housekeeping of the Chamber facilities, as required.
- -Perform other duties as assigned

ACCOUNTABILITY: The Receptionist will be directly accountable to the Administrative Assistant.

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ANGELINA COUNTY CHAMBER OF COMMERCE, INC.
JOB DESCRIPTION

POSITION: BOOKKEEPER

OVERALL RESPONSIBILITY: The Bookeeper will keep books and financial records for the Chamber and all related organizations.

DUTIES & RESPONSIBILITIES: The Bookkeeper will have the following Duties & Responsibilities:

- -Budget and budget control
- -Maintenance of Chamber Membership and other accounts recievable
- -Preparation of bills and statements
- -Reciept and crediting of payments and remittances
- -Reporting of Membership and cash flow progress
- -Rendering of Monthly Financial Statements
- -Payroll records, including related payroll deductions
- -Maintenance of other Chamber Accounts
- -Maintenance of furniture, equipment and supply inventories
- -Booking and certifying of new members, and cancellations
- -preform accounting functions for Chamber and related entities, including the Lufkin Industrial Foundation, inc., the Lotus Lane Charitable Trust, the Southern Hushpuppy Olympics, the Lufkin Visitor/Convention Bureau, and the Angelina County Exposition Center, Inc.
- -Preparation of all reports and forms to the various government entities as required by law for the Chamber and all related entities.
- -Work with representatives of auditing firm in their conduct of Annual Audits

ACCOUNTABILITY: The Bookkeeper is accountable to the Administrative Assistant

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WHAT IS A CHAMBER OF COMMERCE - PART I

Every Chamber of Commerce is highly individualized in that it's objectives and methods of operation must be tailored to meet the needs of the area it serves. At the same time, however, all Chambers of Commerce have much in common, especially the fact that they are the vehicles through which the business and professional people of a community are organized to work together voluntarily to define and solve community problems and to bring about needed improvement.

As this definition infers, the Angelina County Chamber of Commerce is essentially a problem-solving organization, giving full consideration to all areas of community-wide concern. It should not infer, however, that the Chamber will do this task completely on its own. Rather, the Chamber should gather the facts, establish a firm, positive position, provide the leadership, act as salesman for the idea and work in concert with other organizations and government. The mature Chamber will also strive to become a preventive organization by working to prevent serious problems from occurring.

Far too many Chambers of Commerce shun the difficult, rough and unpleasant hard-core problems and flitter away their time and meager funds on trivia that contribute little or nothing to the betterment of the economic, social and political life of the area they propose to serve.

If this Chamber hopes to improve its posture of prestige and greatness, then it must analyze the festering causes of economic and social illnesses and devise cures with strong doses of private intiiative and capital rather than wait for some political leader to assuage the pain with temporary sedatives.

As you know, the members of the Board of Directors and the Manager of the Chamber of Commerce cannot run our Chamber alone, they have neither the time nor the energy. The Program of Work or the Chamber of Commerce is a job for the entire membership -- voluntarily banded together into well-organized committees. The leading business men and women in the community are thinking individuals who are interested in working together to improve their community. With proper leadership they express this interest by serving on the committee of their choice.

If this Chamber is to win continuous respect, it must be a leadership organization -- marching out to solve problems rather then to be backed into a corner by problems.

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WHAT IS A CHAMBER OF COMMERCE - PART II

As long as commerce has existed, traders have banded together for common protection against enemies and maraudering bands of raiders. Later they established codes to govern the conduct of trade, and still later, they attempted to exert influence on legislation.

These early associations of traders had little in common with the modern Chamber of Commerce which is, in fact, a twentieth century product. The first known use of the term Chamber of Commerce occurred in Mersailles, France, where such an organization was established by the City Council toward the close of the 17th century. The imperial ambitions of Kaiser Wilhelm I, of Germany, gave great impetus to the Chamber of Commerce movement in that country. Perceiving the usefulness of such organizations in promoting rade and training young men for commercial careers, especially overseas, this purpose encouraged their establishment in principal German cities.

The European, or continental Chambers have, however, little to parallel the American organization. Although they are associations of businessmen, they frequently operate as quasi-public agencies, with administrative and judicial powers with respect to trade. Under highly centralized governments, the Chambers have been used as agencies for directing and controlling economic activity in behalf of the central planning authority. This was true, for example, in Nazi Germany, where regional and local Chambers virtually exercised powers of life or death over individual concerns.

The oldest Chamber of Commerce on the American continent is that of the State of New York, chartered by King George, III in 1770. The first local Chamber in this country was founded in Charleston, South Carolina in 1773. By 1870, the number of local Chambers had increased to forty. The early American Chamber, like their European prototypes, were associations of tradesmen, organized for the protection and promotion of Commerce. The establishment of the New York State Chamber, for example, was a direct result of the obnoxious Stamp Act passed by Parliament in 1765.

In the United States, early Chambers undertook to promote the sale of goods. They organized markets, made and enforced rules of trade, protected goods in transit, and even operated their own trading floors. But, their activities were limited to those directly connected with commerce. The emergence of the Chamber as a true community organization came much later, a businessmen began to realize that their own prosperity depended on the development of a prosperous, healthy, and happy community. Basically, the local Chamber of Commerce is the business community at work as the central agency for the community development of business, industry, the professions, and all civic interests performing tasks that no individual can do alone - rendering a variety of services that benefit all citizens.

The first law of modern Chamber operation is that the organization must be responsive to and reflect accurately, the thinking of the local community, and particularly that it be the voice of business in the community. It must provide a vehicle for the expression of community aims and aspirations. It is fundamental that the Chamber incorporate the spirit of its own community. Today's Chamber of Commerce is a highly skilled organization with definite "know-how" in the field of community development, similar to that which American industry and trade have achieved in the fields of production and distribution.

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The current officers and directors of the Angelina County Chamber of Commerce are the successors of progressive business leaders who, in 1919, created an opportunity which has become a legacy to all who have assumed this mantle of responsibility. In other words, the founding fathers of the Angelina County Chamber fashioned a tool - a complex and tangible mechanism with which to structure the community's future. They did not organize a civic club which might offer an occasional pleasant repart from daily pressures. Rather, they gave birth to an organization so tempered as to gain added strength as it wrestles with the most perplexing problems requisite to solution in the building of a more dynamic community. The achievement of full organization potential is basically dependent upon three factors: 1) The elimination of impediments to sound structure and effective effort, 2) an in-depth understanding on the part of elected officials of the organization's unique capabilities, and 3) a commitment by each individual who has accepted responsibility, be he president, or committee members, to dedicate himself to this objective. The future of Angelina County demands no less!

It is the purpose of the Angelina County Chamber of Commerce to advance the civic, commercial and industrial interest of Angelina County and the surrounding areas; to promote the general welfare and prosperity of this area, and to stimulate public sentiment to these ends. With this organizations purpose in mind, the Chamber of Commerce is organized to work toward these two major objectives:

1) PRESERVING the competitive enterprise system of business by creating:

   a) a better understanding and appreciation of the importance of the businessman, and a concern for his problems;

   b) a more intelligent public opinion regarding city, county, state and national legislative and political affairs; and

   c) a greater appreciation of the value of a more liberal investment of substance and self on behalf of the interests of business.

2) PROMOTING business and community growth and development by:

   a) promoting economic programs designed to strengthen and expand the income potential of all classification of business within the trade area;

   b) promoting programs of a civic, social, and cultural nature designed to assist in increasing the functional and aesthetic values of the community;

   c) discovering and correcting abuses which prevent the promotion of business expansion and community growth, and

   d) preventing controversies which are detrimental to expansion and growth, or adjusting them if they arise.

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LEADERSHIP

The Angelina County Chamber of Commerce should be the vehicle through which the business and professional people of the community are organized to work together, voluntarily to define and solve community problems and bring about needed improvements.

The Chamber of Commerce is essentially a problem solving organization, giving full consideration to all areas of community wide concern. It should not infer, however, that the Chamber will do the task completely on its own. Rather, the Chamber should gather the facts, establish a firm, positive position, provide the leadership, act as salesman for the idea and work in concert with other organizations and government. The mature Chamber will also strive to become a preventive organization by working to prevent serious problems from occurring.

Some Chambers deminstrate a remarkable ability to achieve their predetermined goal. Others show a disconnected series of inept and inconsequestial motions that result in little meaningful achievement.

What is the difference? Stated simply and bluntly, the difference can be summed up in one word - LEADERSHIP.

This imposes a grave responsibility on the Chamber of Commerce it is expects to assume its rightful role of leadership in the community - If the Chamber hopes to improve its posture of prestige and greatness, then it must analyze the festering cause of economic and social illnesses and devise cures with strong doses of private initiative and capitol. It must be a leadership organization, marcning out to solve problems rathen than to be backed into a corner by problems.

As Directors, you have accepted the role of leadership -- Let's lead rather than be ashamed in being led. In order to carry out the goals of the Chamber, there are three essential ingredients that are needed: Manpower, Management and Money - It will be the responsibility of the Board of Directors to see that these ingredients are provided.

CHAMBER HISTORY

In discussing your responsibilities as a Director, an understanding of the Chamber itself is necessary, so perhaps we should start at the very beginning. Following the disintegration of the old European Guild System in the 15th Century, the predecessor of the modern Chamber of Commerce was established in France in 1599.

The New York State Chamber of Commerce has been functioning since 1768 under a charter granted by King George III of England. It is the oldest Chamber of Commerce in the United States, Charleston, S. C. having the oldest local Chamber. The Chamber of Commerce of the United States was organized in 1912 at the request of President Taft to express the views of business to government.

The Angelina County Chamber of Commerce was chartered in 1919, and is an association of business and professional people who have joined together in order to work toward a greater economic and civic development. In other words, to make the Angelina County area a greated place to live and do business. Economic development is a technique for achieveing dynamic area growth and a sound economy. It builds the market, creates new jobs and tax resources, helping to assure greater profits for business, industry and professions. Civic development involves working on these things that make life in a community more pleasant and rewarding.

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The Angelina County area's future economic well-being is directly proportionate to the caliber of economic development that it can generate today. This is why work of the Chamber has a major impact on business, on incomes and on the future ability of yours and any business to continue to succeed.

Our Chamber relies on the age-old principle of mutual self-help through voluntary cooperation. The Angelina County Chamber harnesses the talent and imagination of its leadership in planning and carrying out sound programs designed to solve problems and to seek opportunities.

Our Chamber has two primary functions:

1. It acts as spokesman for the business community and translates into action the group thinking of its members.

2. It renders specific services of a type that can be more effectively given by a local development organization both to its membership and the community as a whole.

There are five fundamentals of a successful Chamber of Commerce Action Program

1. An Active Working Membership
2. Committee System
3. A Program of Work
4. Adequate income
5. Professional Staff

and it will be your job, as new Directors, to insure that our Chamber has these five fundamentals within its organizational structure.

THE BOARD OF DIRECTORS

Qualifications

The Board of Directors is the policy making body of the Angelina County Chamber of Commerce. Its members represent a broad cross section of the business and professional leadership of the community. It has always been considered a high honor to serve on the Board and genuine unselfish interest in the Chamber and its objectives is the first requirement of the Board member.

Other qualifications include:

1. A willingness to spend the time and effort necessary to give the proper attention to Board responsibilities.

2. Ability to work constructively and harmoniously with the staff, the committee members and the Board members in accordance with policies established by the Board.

3. A business and work experience that enables exercise of sound judgement in considering the problems of the committee as related to the overall program.

4. Courage and ability to have an objective and willingness to face community problems even though the issue may be controversial.

5. Ability to command the respect of associates and give leadership to committee members.

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6. Ability to inspire others to respond to worthwhile causes sponsored by the Chamber and to motivate others to help on community problems.

7. Demonstrated ability through committee service and other community service.

As directors and officers, the proper performance of your responsibilities is vital to the sound and efficient operations of the Chamber of Commerce.

Every Director should:

--make every effort to be fully informed on objectives and policies of the Chamber.
--try to attend every Board meeting and read all minutes and advance reports.
--prepare to assume responsibility for making decisions for the organization.
--be aware at all times that he represents the membership and derives his authority from it.
--recognize that his authority is limited to one vote and he must abide by decisions of the Board.

Authority

Representing as it does the entire community, with membership reaching to every phase of community life, the Chamber of Commerce is necessarily democratic in its organization principle. The first and last authority is the membership. Obviously, however, the membership as a whole cannot function constantly either in a legislative or an executive capacity. The authority of the group must be concentrated. The members must speak and act through representatives to whom they delegate policy making authority. This governing body, which derives its authority from the membership, is the Board of Directors. Every Board member represents the entire membership, the entire community, and not merely one type of business or industry, or one section of the city.

Functions of the Board

As members of the Board you were selected because of your standing in the community, your experience and ability in civic affairs and your interest in the organization. The Board is the policy forming branch of the Chamber. The Board members approve the budget, receive and pass on committee reports and recommendations, and direct the general activities of the organization. Ultimately the Board must assume the responsibility for seeing that its policy is clearly understood that effective machinery for assuring adequate financial support of the Chamber is necessary and members of the Board therefore should be willing to personally contact members whose dues have lapsed, and issue invitations to join to possible new members.

Relate to Public

You, as a Board member, are the representative of all the membership, officially and unofficially, to the entire public. You should be ready at all times to defend the Chamber of Commerce against criticism, or where you find the criticism justified, to take steps to remedy the condition causing the criticism by bringing it to the attention of the Board for action.

Relation to the Staff

While the Board is the legislative and frequently the judicial arm of the Chamber, the administration of the policy is delegated to the Chamber staff. The Board employs an Executive Vice President, whom the Board holds responsible for the hiring

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and the smooth, effective fundtioning of a staff required to carry out the Chamber program as approved by the Board. The relations of the Board member to the Chamber executive is advisory as it related to the other members of the staff. The relation of the Board member is legislative as it affects the organization as a whole. Individual Board members should not assume executive responsibilities more properly performed by the staff members. At the same time, staff members should not in any way decide matters of policy which can rest only with the Board.

Relation to Committees

Some Board members are chairmen or members of committees while others are not. But either way, as a member of the Board, you have an overall responsibility to all committees - to keep informed as to their activities, to help keep each committee in its proper relationship to the overall operations of the organization, and to study andpass upon committee recommendations. You should never consent to the delegation of final authority to a committee, unless that committee has been charged with the execution of a particular project previously approved by action of the Board. All committees engaged in activities involving policies or expenditure must bring their program to the Board in the form of a committee report for final approval and instructions before definite committee action can be taken. As a Board member, you should feel a sense of responsibility for each committee.

Relation to the Board

With respect to your relationship to other Board members, you are a co-partner with them in the important work of seeking to improve the commercial, industrial and civic life of the community through the activities of the Chamber of Commerce. You should be scrupulous in your disassociation of all personal interests from the activities of the Chamber of Commerce. You should regard your position as a public trust. You should calendar your time to assure your attendance at Board meetings, and should observe the rights of your fellows in the matter of time and be prompt at all meetings.

Relations to Program of Work

A Chamber's program of work charts the future course of action, furnished a check-chart for performance, and serves as achallenge to citizens to meet their responsibilities to the community through the Chamber of Commerce. Understanding of the relation of the Board ot the program is important if the objectives are to be reached.

Any activities recommended for the program of work should be of general community interest. Work being satisfactorily performed by other organizations should not be duplicated, but cooperation is not to be interpreted as duplication.

It has been generally accepted that the role of the modern Chamber is twofold: 1) To promote with its maximum resources the development of new and expanded payrolls. This is an economic development responsibility, and 2) To work for a continuous up-grading of the "product", which is the community which it serves. To this end projects dealing with the beauty, efficiency, cultural resources and general environment of the community are included in the Chamber program.

In all activities of the organizaton a philosophy of preservation of the American economic system of private enterprise, the concept of greedom with individual responsibility as interpreted in the Declaration of Independence and the original frame of the Constitution, is supported.

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All public issues are clearly within the field of the Chamber of Commerce, but purely partisan political issues are not. Activities which will encourage and assist local business should be undertaken, but it must be remembered that when a city buys and sells in a natural market, the Chamber's policy should be construed accordingly.

As the representatives of business, the Chamber has no function when business itself is divided on an issue, unless the public interest is involved. Then the Chamber should take whatever position the preponderance of public interest dictates. The Chamber of Commerce program of work is a continuous activity and only a portion of the projects are completed within a specific time. Projects are included regardless of the time which may be required for completion. The financial requirements of a projects, of necessity, must be takne into consideration before being made a part of the Program of Work.

Although ideal in its conception, certain projects may be wholly impractical and therefore are rejected. Only those activities which come within the scope of the Chamber of Commerce functions, and upon which there is reasonable expectation for substantial progress of a constructive nature, should be included in the Program of Work.

Relation to the Budget

Financial support of the Chamber of Commerce is through annual investments voluntarily made by business, industry and individual. It operates on a budget approved by the Board of Directors. Financial operations are conducted on a conservative gasis, and there is very little flexibility in the budget of the average Chamber. It is the purpose of management to get a maximum of results from funds available.

The general budget is prepared by the Executive Vice President with the sanction of the Budget Committee and approved by the Board of Directors upon the basis of the need rather than upon any "percentage share" of the general budget. Customarily, no advances may be made from the Chamber of Commerce general fund for a special fund, except upon authorization of the Budget Committee and the Board of Directors. When, as a matter of general practice, a special fund is planned to be raised, no obligations should be incurred for the use of such special fund until the raising of such fund is actually completed.

Relation fo Publicity

For the Chamber to marshall voluntary cooperation and support, it is essential that the lines of communitycation between the Board of Directors and the public remain open. Board meetings are open to representatives of press, radio and television. In most cases committee meetings are also open. However, all statements by Chamber officers, board members and committee chairmen should be cleared through the Chamber executive. In this way, information for release is assured of being accurate and in harmony with Chamber policy, premature announcements are avoided and timing for maximum effectiveness is possible.