

Holly Springs Chamber of Commerce

POLICY MANUAL

Version 1, Adopted September 2026

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Introduction

This manual serves as a guide for the officers, directors, working group leaders and staff of the Holly Springs Chamber of Commerce, Inc. (the Chamber). While this manual intends to be as comprehensive as possible, it is not feasible to anticipate every situation that may arise in the conduct of the Chamber's business and in service to members or to provide information that answers every question. In addition, circumstances will undoubtedly require this manual to need additions, deletions, or modifications from time to time. Accordingly, it is the responsibility of the Executive Director to ensure this manual is kept up-to-date as directed by the Executive Committee or Board of Directors and made available to assist in the implementation of the programs of the Chamber, consistent with these policies so long as they do not conflict with the bylaws. In the event of a conflict, the bylaws will prevail.

Holly Springs Chamber of Commerce is a North Carolina non-stock corporation. As such, to the best of the Chamber's ability, policies herein shall comply with applicable local, state, and federal laws.

The Chamber holds 501(c)(6) nonprofit status, granted by the U.S. Internal Revenue Service. Policies herein shall remain consistent with the Chamber's original declaration of sources of support, purposes, character and method of operation. In the event of relevant changes, the Chamber shall notify the Internal Revenue Service as required through the annual filing of Form 990, Return of Organization Exempt from Income Tax, and Form 990-T, Exempt Organization Business Income Tax Return, for the reporting of unrelated business income. Deviations from the organization's original intents may result in the loss of its nonprofit status.

Chamber Background as of September 2026

Vision

We are indispensable to the business community.

Purpose

We connect and promote prosperity within the local business community and greater region.

Mission

We help Holly Springs businesses achieve success by providing visionary leadership, connection, education, and access to information and resources.

Application Requirements

(Last updated: September 2026)

Individuals and organizations interested in membership in the Holly Springs Chamber of Commerce shall be provided upon request or via the Chamber's website with an official membership application. This application may be revised from time to time and shall be updated annually with appropriate lobbying expense/tax deductibility information.

Each applicant must complete the official membership application in full, sign the application, including agreement to adhere to the Chamber's Code of Conduct, and remit it with the appropriate membership investment as set forth at the time of application.

If the Board of Directors has not otherwise designated approval rights to someone else, the name, company name and address of each applicant for membership shall be presented to the board at the next meeting following application. If any director has reasonable belief that the applicant may engage in unfair business practices or conduct detrimental to the association, the applicant shall be notified and have the right to address concerns regarding their fitness for membership. Directors (or their designee) will not unduly withhold membership approval.

At the time of application, an individual must be designated as the member's representative who can exercise all privileges of membership. This individual will be listed in the Chamber's membership directory and can be changed by the member at any time by submitting a written representative change request.

Membership Investment

(Last updated: September 2026)

Membership investment amounts are reviewed annually by the Budget & Finance Committee and recommended by that committee to the Board of Directors for approval as part of the annual budgeting process.

Current Annual Investment Levels for General Membership:

- 1-10 FT employees: \$330
- 11-30 FT employees: \$435
- 31-50 FT employees: \$645
- 51-100 FT employees: \$825
- 101-300 FT employees: \$1045
- 301-500 FT employees: \$1465
- Banks: \$800
- Non-Profits (501c3 organizations): \$175
- Student or Retired: \$95

Current Investment Circles (available to any individual or organization currently holding a General Membership):

- Diamond Circle: \$10,000
- Executive Circle: \$1200
- Leadership Circle: \$750

Privileges and Benefits of Membership

(Last updated: September 2026)

Privileges of membership include basic rights and benefits.

Basic rights of membership are conferred to the individual member representative (one person) of memberships that are in good standing. These rights allow the individual to be notified of, attend, make motions, speak in debate, and participate in non-binding votes at meetings of the Chamber's membership. The member representative also has the right to hold elected offices and chairpersonships within the Chamber.

Benefits of membership are available to all employees of member organizations and include the abilities to attend Chamber events for free or at discounted member pricing and to volunteer for Chamber committee and events.

Overall membership benefits, subject to change as may be necessary based on Chamber resources and other factors, currently include:

- Company name, logo and contact information listing in the Chamber Business Directory
- Chamber-assisted ribbon cutting or grand opening ceremony
- Welcome post on one or more Chamber social media channel
- Welcome post in Chamber's weekly eNewsletter
- Welcome listing in *Suburban Living* magazine
- Promotional materials displayed in the Chamber office
- Opportunity for *Out & About* video visit
- Submit news for inclusion in the Chamber's weekly eNewsletter or on the Chamber's social media channels
- Opportunity to offer exclusive member-to-member deals
- Member pricing for vendor booths
- Member pricing for signature events
- Ability to post job openings on the Chamber's website
- Free networking events
- Dedicated Chamber Ambassador
- Free access to Wake Tech Small Business Center
- Chamber 101 Orientation
- Access to workshops and seminars
- Membership window cling

- Business tagging and promotion on the Chamber's social media channels
- Free business referrals from trusted sources
- Opportunity to serve on Chamber committees
- Business representation at local and state levels
- Government relations and advocacy for business-friendly legislation, DEI efforts, and sports & leisure tourism

Chamber Code of Conduct

(Last updated: September 2026)

All applicants for membership and all members at time of annual renewal must agree to adhere to the Chamber's Code of Conduct outlined herein.

As a member of the Holly Springs Chamber of Commerce, I/we recognize membership is a privilege and membership brings with it the responsibility to assure all members understand and commit to the following Code of Conduct, which requires members and all participants of Chamber sponsored programs to:

- Conduct business and professional activities in a reputable manner so as to reflect honorably upon the business community and fellow members.
- Conform to all local, state, and federal laws governing business practices.
- Observe the highest standards of ethics in advertising, offering products for sale, and rendering services.
- Refrain from publicly disparaging the business practices of fellow members and the Chamber, from condoning or engaging in misrepresentation or unethical practices, and from seeking unfair advantage over fellow members.
- Abide by the bylaws and policies of the Holly Springs Chamber of Commerce.
- Respect the reputation, profile, and status of the Holly Springs Chamber of Commerce and represent the Chamber accordingly.
- Understand, support, and promote the purpose, vision, and mission of the Holly Springs Chamber of Commerce.
- Whenever reasonably possible, participate in the functions and activities of the Chamber and promote the enhancement of business growth within the Holly Springs area.
- Be respectful, fair and civil in interactions with fellow members and Chamber staff.
- Avoid all forms of harassment, illegal discrimination, threats or violence.
- Respect the role of the Chamber staff.
- Cooperate with fellow members in the application of this Code of Conduct.

I/we understand that the failure to adhere to this Code as outlined above will not be tolerated and could result in termination of membership and/or denial of participation in Chamber programs, events, projects, or services.

Any Chamber member or Chamber staff member who suspects a member of violating this Code of Conduct should report this to a Chamber staff or board member for investigation and review by the Executive Committee and Board of Directors. Such reporting will be held as confidentially as possible and will be free of retaliation and adverse consequences to the person making the report.

Anti-discrimination and Anti-harassment

(Last updated: September 2026)

The Holly Springs Chamber of Commerce complies with all applicable federal, state, and local laws relating to discrimination and harassment. All members and employees have the right to a participation and work environment free from any type of discrimination, harassment, or any other type of derogatory or objectional conduct.

On Chamber premises and at Chamber-sanctioned offsite events, harassment of or by its employees and members in any form is prohibited.

Discrimination or harassment complaints should be reported to the Executive Director or the Chairperson of the Board of Directors immediately. Upon receiving such a complaint, the Chamber will conduct a thorough and objective investigation. In determining whether the alleged conduct constitutes discrimination or harassment, the totality of the circumstances, the nature of the alleged offense, and the context in which the alleged incidents occurred will be investigated. If the investigation confirms the allegation, prompt and appropriate action will be taken. Such action may include termination of membership or employment.

Anniversaries/Renewals

(Last updated: September 2026)

The period of membership begins with the month the applicant is approved for membership by the Board of Directors or its designee and continues for 12 months. The approval month becomes the member anniversary for the purpose of renewals.

All members receive a renewal invoice reflecting the current dues rate for their membership 30-days before their anniversary month. Members may enroll in an auto-pay system that, on their membership anniversary, charges their payment method for the dues for their next membership year. All others members must pay their membership renewal invoice by the end of their anniversary month.

If a membership renewal invoice is not paid by the end of the anniversary month, the membership enters suspended status and will remain as such until the invoice is paid or 30 days has passed, whichever comes first. During this 30-day period, the member cannot participate in any Chamber events or take advantage of any Chamber benefits unless they first pay the outstanding renewal invoice. If the membership renewal invoice is paid within this 30-day period, the member's status will be returned to active, and the membership anniversary date will remain as it had been.

If renewal dues remain unpaid at the end of the 30-day suspension period, the member's status becomes lapsed. During the next eleven (11) months, a lapsed member can apply for re-instatement by making a request to the Executive Director or Chairperson of the Board, accompanied by full payment of applicable dues at that time. Following approval of reinstatement by the Board of Directors, that approval month becomes the new member anniversary for the purpose of renewals.

If a lapsed member does not request reinstatement and have such request approved by the Board of Directors within twelve (12) months following their original membership anniversary, their membership will be cancelled. If they wish to rejoin the Chamber, they will need to re-apply for membership following the new member process.

Conflict of Interest

(Last updated: September 2026)

Members of the Chamber's Board of Directors, officers, employees, committee members, and any other individuals participating in meetings where decisions are made that could impact the Chamber's operations, reputation, or stakeholders each have an affirmative obligation to act at all times in the best interests of the Chamber.

Definition: A conflict of interest arises when an individual's personal, professional, or financial interests, or those of a close family member, interfere with or appear to interfere with their duties or responsibilities in relation to the meeting or decision-making process on behalf of the HSCOC.

Identifying Conflicts of Interest: Conflicts of interest may be financial, personal, or organizational in nature. Common examples include, but are not limited to:

- a) A participant stands to gain financially from a decision made during the meeting.
- b) A participant has a personal relationship (e.g., familial, romantic, or close friendship) with someone whose interests are at stake in the meeting.
- c) A participant's previous employment or outside business ventures create a situation where their impartiality might be questioned.

Disclosure of Conflicts of Interest: While conflicts of interest are not uncommon and not all conflicts of interest are necessarily harmful to the Chamber, full disclosure is required of all actual and potential conflicts of interest. Each individual covered by this policy shall disclose any and all facts that may be construed as a conflict of interest whenever such an actual or potential conflict occurs:

- a) **Before the Meeting:** All participants should review the agenda in advance and identify any potential conflicts of interest.
- b) **At the Start of the Meeting:** All participants shall disclose any potential or actual conflicts of interest related to the agenda items. If a participant is unsure whether a conflict exists, they should err on the side of disclosure.
- c) **Ongoing Disclosure:** If a conflict of interest arises during the meeting (for example, through new information or discussion), the participant must immediately disclose the conflict to the meeting leader.

Procedures for Managing Conflicts of Interest:

- a) **Recusal:** If a conflict of interest is disclosed, the individual with the conflict must recuse themselves from any decision-making related to the matter in question. The participant should leave the room or refrain from participating in discussions and voting for the duration of the conflict.
- b) **Alternative Representation:** In cases where an individual cannot participate in a decision-making process due to a conflict of interest, an alternative representative (if applicable) may be assigned to represent their interests.

- c) **Review by Meeting Leader:** The meeting leader or chairperson will assess the nature of the conflict and decide whether the participant should be allowed to remain in the meeting for non-conflicting items or must leave entirely.
- d) **Closed Session:** If a member is determined to have a conflict of interest, the meeting leader or chairperson may seek a motion to enter closed session, which shall exclude the individual deemed to have a conflict of interest.

Documentation of Conflict of Interest:

- a) **Recording of Disclosure:** All conflicts of interest disclosed during the meeting must be documented in the meeting minutes, including the nature of the conflict and any action taken (e.g., recusal or exclusion from discussions).
- b) **Follow-up:** The meeting leader should review meeting minutes to ensure that conflicts of interest are properly recorded and addressed in accordance with this policy.

Consequences of Non-Disclosure or Improper Management:

- a) **Disciplinary Action:** Failure to disclose a conflict of interest or failing to comply with the recusal process may result in disciplinary action, up to and including termination of employment or removal from the meeting or committee.
- b) **Invalidation of Decisions:** Any decision made during a meeting in which conflicts of interest were not properly managed may be subject to review and, if necessary, invalidated.

Regular Review and Training:

- a) **Policy Review:** This policy will be reviewed periodically to ensure its effectiveness and relevance. Any changes will be communicated to all participants.
- b) **Training:** As needed, members of the board, staff, or committee members may request training on conflict of interest identification and management as part of their onboarding and periodically thereafter.
- c) **Attestation:** All board members shall attest to this policy and disclose any potential conflicts of interest on an annual basis. Additionally, any committee or committee member appointed by the board shall be informed of this policy and asked to disclose any conflicts.

Board attestation requiring annual completion and signing:

I, _____ (name printed), have read the Conflict of Interest Policy of the Holly Springs Chamber of Commerce (the Chamber).

To the best of my knowledge and belief, neither I nor any person or organization with which I have a personal or business relationship is engaged in any transaction or activity that may represent a conflict with my obligations to the Chamber.

To the best of my knowledge and belief, neither I nor any person or organization with whom I have a personal or business relationship intends to engage in any transaction, to acquire any interest in any organization or entity, or to receive any substantial gift or favor that may represent a conflict with my obligations to the Chamber.

To the best of my knowledge and belief, I do not expect to receive compensation from the Chamber, or to receive in excess of \$10,000 annually from the Chamber for services I provide to it as an independent contractor, other than reimbursement of reasonable expenses.

To the best of my knowledge and belief, no member of my family expects to receive any compensation or material financial benefit from the Chamber.

To the best of my knowledge and belief, I have no family relationship or direct business relationship with any current member of the Board of Directors, any officer, or any key employee of the Chamber.

Any exception to the statements made herein is disclosed in full below:

Signature:

Date:

Confidentiality

(Last updated: September 2026)

Members of the Chamber's Board of Directors, officers, employees, committee chairpersons and committee members may have access to information that, if revealed to others, could be damaging or sensitive to other members or staff, harmful to the best interests of the Chamber or even create legal liability. In the course of service to the Chamber, information provided may concern personnel, financial, contractual, membership or legal matters, and such information provided is for decision making and governing purposes only. All such information shall be held in the strictest of confidence and shall not be divulged to any outside party, including other members, without authorization of the Board of Directors.

Whistleblower

(Last updated: September 2026)

The Chamber is committed to high standards of ethical, moral, and legal business conduct. It is further dedicated to acting in good faith with those employees and members who raise concerns regarding incorrect financial reporting, unlawful activity, or otherwise improper conduct.

This Whistleblower Policy aims to provide employees and members with an avenue for raising such concerns, and to reassure such employees and members that they will be protected from reprisal or victimization as a consequence of reporting the alleged wrongdoing of any officer, director, employee, or agent of the Chamber.

Definition: No officer, director, employee, or agent of the Chamber shall take any harmful action with the intent to retaliate against any person, including interference with employment or livelihood, for providing to a law enforcement officer any truthful information relating to the commission or possible commission of any offense. Nor will any officer, director, employee, or agent of the Chamber take any harmful action with intent to retaliate against any person for reporting to an appropriate senior management or elected official of the Chamber the suspected misuse, misallocation, or theft of any organization resources.

Safeguards:

- a) Harassment or Victimization – the Chamber will not tolerate the harassment or victimization of any employee or member who raises concerns under this policy.
- b) Confidentiality – the Chamber will make every effort to treat a complainant's identity with an appropriate regard for confidentiality, with the understanding that the details of complaints may need to be shared with others in order to investigate such complaints properly.
- c) Anonymous Allegations – Because a thorough investigation often depends on an ability to gather additional information, the Chamber encourages complainants to put their names to allegations of wrongdoing. The Chamber will explore anonymous allegations to the extent possible, but will weigh the prudence of continuing such

investigations against the likelihood of confirming the alleged facts or circumstances from attributable sources.

- d) Bad Faith Allegations – Allegations made in bad faith may result in disciplinary action.

Process for Raising a Concern:

- a) Reporting – The Chamber intends this policy to be used for serious and sensitive issues. Such concerns, including those relating to financial reporting or unethical or illegal conduct, may be reported directly to the Executive Director (“ED”). In the event that an individual’s concern rises to the level that they reasonably believe that notice to the ED will be disregarded or otherwise not fairly considered, the individual may then report violations or suspected violations either to the Chairperson of the Board or the Chairperson Elect.
- b) Timing – The earlier a concern is expressed, the easier it is to take action.
- c) Evidence – Although a complainant is not expected to prove the truth of an allegation, they should be able to demonstrate that they have made a report in good faith.

How the Report of Concern Will Be Handled:

- a) Initial Inquiries – The ED (or Chairperson/Chairperson Elect in cases in which it is believed that the ED will not fairly consider the issue) will make initial inquiries in consultation with legal counsel, if necessary, to determine whether or not further investigation is necessary or appropriate.
- b) Further Information – The ED (or Chairperson/Chairperson Elect, as appropriate) may seek further information from any officer, director, member, employee, or agent of the Chamber, and shall take all reasonable precautions to protect the identity of the complainant to the extent possible while doing so.
- c) Reporting – The Board of Directors, and the Budget & Finance Committee if the issue is of monetary nature, shall receive information on each complaint. In consultation with the ED and, if necessary, legal counsel, the Board of Directors will determine an appropriate response to a report of concern. Officers, directors, members, employees, and agents of the Chamber who may be implicated in such reports shall not participate in any deliberation by the Board of Directors related to the complaint, except to present information directly to the board on their own behalf.

Records Retention

(Last updated: September 2026)

The Chamber shall retain records for the period of the immediate or current use, unless longer retention is necessary for historical reference or to comply with contractual or legal requirements. Records and documents outlined in this policy include paper, electronic files (including emails) regardless of where the document is stored, including but not limited to

network servers, cloud servers, desktop or laptop computers, and handheld computers or other wireless devices with text messaging capabilities. Any employee of the Chamber, or any other person who is in possession of records belonging to the Chamber who is uncertain as to what records to retain or destroy, when to do so, or how to destroy them should seek assistance from the Executive Director.

In accordance with 18 U.S.C. § 1519 and the Sarbanes Oxley Act, the Chamber shall not knowingly destroy a document with the intent to obstruct or influence an “investigation or proper administration of any matter within the jurisdiction of any department, agency of the United States...or in relation to or contemplation of such matter or case.” If an official investigation is under way or even suspected, document purging must stop in order to avoid criminal obstruction. In order to eliminate accidental or innocent destruction of key records, the Chamber has the following document retention policy:

Governance Documents:	Retention Period:
Articles of Incorporation and amendments	Permanent
Bylaws and amendments	Permanent
IRS determination letter	Permanent
Tax exemption applications and supporting materials	Permanent
Corporate seal, registrations, licenses of historical significance	Permanent
Board and Executive Committee minutes	Permanent
Committee minutes (standing committees)	Permanent
Committee minutes (ad hoc committees)	7 years after committee dissolves
Board meeting packets and supporting materials	7 years
Conflict of interest disclosures	7 years after service ends
Strategic plans	Permanent
Annual reports	Permanent
Organizational charts	Permanent (or archive significant versions)
Policies and policy histories	Permanent
Membership Records:	Retention Period:
Current membership roster	Current plus 3 years
Historical membership records	7 years
Membership applications	3 years after membership ends
Voting records and election ballots	3 years after election
Election certifications and results	Permanent
Membership correspondence	4 years
Financial records:	Retention Period:
Annual audited financial statements	Permanent
General ledgers	Permanent

Governance Policies

Chart of accounts	Permanent
Bank statements	7 years
Cancelled checks	7 years
Deposit records	7 years
Expense reports	7 years
Accounts payable/receivable records	7 years
Credit card statements	7 years
Financial reports to board	7 years
Budgets	7 years
Investment records	Permanent
Tax records:	Retention Period:
IRS Forms 990	Permanent
State tax filings	Permanent
Payroll tax filings	7 years
Supporting tax workpapers	7 years
Tax correspondence	7 years
Employment records:	Retention Period:
Personnel files	7 years after separation
Employment applications (not hired)	3 years
Performance evaluations	7 years after separation
Payroll records	7 years
Benefits records	7 years after separation
I-9 forms	3 years after hire or 1 year after termination, whichever is later
Contracts and legal records:	Retention Period:
Executed contracts	7 years after expiration
Contract negotiation files	7 years after expiration
Insurance policies	Permanent
Insurance claims	7 years after resolution
Litigation files	Permanent
Legal opinions and legal correspondence	Permanent
Intellectual property records	Permanent
Grants and program records	Retention Period:
Grant agreements	7 years after closeout
Grant reports	7 years after closeout

Grant financial records	7 years after closeout
Program evaluations	7 years
Program participant records	7 years (or longer if required by grant)
Communications and administrative records:	Retention Period:
General correspondence	4 years
Press releases	Permanent
Newsletters	Permanent
Website archives	Permanent snapshots annually
Routine administrative files	3 years
Vendor files	7 years after relationship ends

General Correspondence:

Routine correspondence, including letters, memoranda, and electronic communications not otherwise classified under this policy, shall be retained for four (4) years and then destroyed. Correspondence relating to legal matters, contracts, grants, governance actions, major organizational decisions, audits, tax matters, or other significant business activities shall be retained with the applicable file and subject to the retention period applicable to that file.

Senior Leader Compensation

(Last updated: September 2026)

In compliance with Internal Revenue Service guidelines for approval of senior management compensation, the Chamber's Board of Directors will follow the review and approval guidelines outlined herein.

Individuals Subject to this Policy (defined as "Covered Individuals"):

- **Chief Employed Executives:** The individual or individuals who have the ultimate responsibility for implementing the decisions of the Chamber's governing body or for supervising the management, administration, or operations of the Chamber, including the Chamber's top management official and top financial official. If this ultimate responsibility resides with two or more individuals who may exercise such responsibility in concert or individually, then each individual should be included.
- **Officers:** A person elected or appointed to oversee the Chamber's operations, such as a Chairperson, Chairperson Elect, Secretary, or Treasurer. The officers of an organization are determined by reference to its organizing document, bylaws, and include, at a minimum, those officers required by applicable state law.
- **Key Employees:** Individuals who are not a Chief Employed Executive or an officer of the Chamber, but who meet all of the following criteria:

1. *\$150,000 Threshold.* The individual receives reportable compensation from the Chamber and all related organizations in excess of \$150,000 for the calendar year ending with or within the Chamber's tax year;
2. *Responsibility Criteria.* The individual:
 - a) has responsibilities, power or influence over the Chamber as a whole that is similar to those of officers, directors, or trustees;
 - b) manages a discrete segment or activity of the Chamber that represents 10% or more of the activities, assets, income, or expenses of the organization, as compared to the organization as a whole; or
 - c) has or shares authority to control or determine 10% or more of the Chamber's capital expenditures, operating budget, or compensation for employees.
3. *Top 20 Limitation.* In addition to meeting the \$150,000 Threshold and the Responsibility Criteria, the individual is one of the top 20 most highly compensated employees (including all income from the Chamber and related organizations) for the calendar year ending with or within the Chamber's calendar year.

Procedure for Approving Compensation

In reviewing and approving the compensation of any Covered Individuals, the Chamber Board of Directors, or a delegated committee of the Board (referred to as the "Approval Body" below), will utilize the following process:

1. *Impartial Decision Makers.* The compensation arrangement must be approved in advance (before any payment is made) by the Approval Body of the Chamber composed entirely of individuals who do not have a conflict of interest with respect to the compensation arrangement (example: neither the executive whose compensation is being determined nor any of their family members may be present during the discussion/debate or participate in the vote).
2. *Comparability Data.* When the Approval Body is considering compensation to Covered Individuals, it must rely on comparability data that demonstrate the fair market value of the compensation in question. For example, when crafting compensation packages, the Approval Body must secure data that documents compensation levels for similarly qualified individuals in like positions at like organizations. This data may include the following:
 - a) expert compensation studies by independent firms;
 - b) written job offers for positions at similar organizations;
 - c) documented telephone calls about similar positions at both nonprofit and for-profit organizations; and
 - d) information obtained from the IRS Form 990 filings of similar organizations.

3. *Concurrent Documentation.* The Approval Body must document how it reached its decisions, including the data on which it relied. To qualify as concurrent documentation, written or electronic records of the Approval Body (such as meeting minutes) must note:
- a) the terms of the compensation and the date it was approved;
 - b) the members of the Approval Body who were present during the debate on the compensation that was approved and those who voted on it;
 - c) the comparability data obtained and relied upon and how the data were obtained; and
 - d) any actions taken with respect to consideration of the compensation by anyone who is otherwise a member of the Approval Body but who had a conflict of interest with respect to the decision on the compensation.

Election to the Board of Directors and Filling Vacancies

(Last updated: September 2026)

The process of identifying, vetting, and forwarding for election candidates to serve on the Chamber's Board of Directors is managed by the Nominating Committee.

Identification

By no later than August 1 each year, the Nominating Committee will ensure all member representatives are notified through Chamber publications, including but not limited to electronic newsletters and website, of its request from members for recommendations of members to be considered as candidates for service on the Board of Directors. Such request will include the deadline by which member-forwarded nominations must be received and after which no additional nominations will be considered.

If an individual recommends themselves, the Executive Director shall provide that individual with information pertaining to board service and the board service agreement for the individual's review. If after reviewing this information the individual feels board service isn't for them, they may withdraw their name from consideration by notifying the Executive Director.

If an individual is recommended by someone else, the Executive Director shall notify the recommended individual and provide them with information pertaining to board service and the board service agreement for the individual's review. If after reviewing this information the individual feels board service isn't for them, they may withdraw their name from consideration by notifying the Executive Director.

All individuals recommended for board service who have accepted such recommendation shall be forwarded to the Nominating Committee for investigation of their qualifications for service. The Committee may require additional information from such individuals to facilitate the vetting process.

Vetting

Elements the Nominating Committee may consider when vetting potential candidates for nomination to the Board of Directors include, but are not limited to:

- Past participation in Chamber events, committees, and working groups.
- History of representing the Chamber, its work and its value to the community and acting as a positive spokesperson for the Chamber's efforts.
- Demonstrated ability to act in the best interests of the Chamber and to work in good faith with staff and other members as partners toward achievement of the Chamber's goals.
- Having shown respect for fellow member leaders' positions and votes, and public support of the decisions of the Chamber's leadership.
- Business reputation (for example, such things as pending lawsuits, current and past disputes with clients, findings of failure to comply with the Chamber's Code of Conduct, and other issues that may put the Chamber in a bad light publicly.)
- Interviews with the potential candidates and input as may be offered by other members.

If, after this review process, the Nominating Committee deems a potential nominee not qualified for board service at that time, the reasons for such a decision will be provided to the individual. Said individual shall have the ability to request a meeting with the committee to rebut the reasons provided and offer new information that the individual believes the committee should also consider. The committee's determination of qualified nominees is final, and if an individual remains unqualified, the individual may request assistance from the committee to help develop their qualifications such that the individual may be qualified in a later year.

Names of all qualified nominees are published to the full membership at least twenty (20) days prior to the board meeting at which the election will take place. Such notice will include information about members' right to submit a written objection to any nominee no later than fourteen (14) days after the list of nominees is published. The Nominating Committee will review any such written objections prior to presenting the final slate of candidates to the board.

As a result of the vetting process and the need for candidates to have time to review and agree to the terms of board service, nominations are not accepted after the publication of qualified nominees goes out to the membership.

Election

Following the close of the objection period and any subsequent action required by the Nominating Committee, a slate of vetted nominees for Board service will be presented to the Board of Directors by the Nominating Committee no later than October 31 each year.

If the number of nominees is less than or equal to the number of upcoming director vacancies, election shall be by voice vote with a majority of directors voting in the affirmative for each nominee required for them to be declared elected.

If the number of nominees is more than the number of upcoming director vacancies, election shall be by confidential paper or electronic ballot. The candidates receiving the highest numbers of votes shall be declared elected.

In keeping with bylaws Article IV, Section 5, vacancies on the Board of Directors will be filled with the appointment by majority vote of the board of an eligible member in good standing. Prior to such vote, the board will use the vetting criteria outlined above as they consider potential members to fill the vacancy on the board.

Board of Directors Meeting Procedures

(Last updated: September 2026)

Meetings of the Chamber's Board of Directors shall be guided by "Robert's Rules of Order," latest edition. While open debate is generally encouraged, from time-to-time, depending on the number or depth of items on the agenda, debate may be limited to three minutes per person. Additionally, it may be declared that no person shall speak to a motion more than twice.

For most items requiring board action, a voice vote or a show of hands is sufficient to facilitate voting. In these cases, the Chairperson of the Board (or other presiding individual if the Chairperson is not currently presiding) shall not vote except in the case of breaking a tie.

At any time, any director may call for an anonymous vote which is conducted using paper or electronic ballots. When voting by ballot, the Chairperson of the Board (or other presiding individual if the Chairperson is not currently presiding) is eligible to vote because their anonymous vote is unknown to the rest of the directors and therefore cannot influence their decisions.

Apparent Authority

(Last updated: September 2026)

Apparent authority is the authority that third parties reasonably believe a leader can exercise even though it may not have been actually granted. Apparent authority extends to the facts that third parties reasonably believe a leader states regarding Chamber policy, practice and decisions.

As a result, directors are responsible for ensuring information they have regarding Chamber business is accurate before sharing it with any outside party, including other members. If a director is not certain of a policy, procedure, price, or other element of Chamber activities,

they should clearly state that they don't know and then get accurate information before further response.

Board of Directors/Executive Director Relationship (Last updated: September 2026)

Much of the Chamber's success hinges on the quality of the working relationship between the Board of Directors and the Executive Director. This policy supports that relationship by offering a general outline of authority, accountability, and collaboration for the board and the Executive Director.

Role Board of Directors

The Board of Directors serves as the governing body of the Chamber and is responsible for providing strategic leadership, fiscal oversight, and policy direction. The Board works collectively to ensure the Chamber fulfills its mission in a manner consistent with its values and long-term goals.

Key Responsibilities of the Board:

- **Mission & Vision Oversight:** Uphold and periodically review the Chamber's mission, vision, and strategic priorities.
- **Strategic and Annual Planning:** Develop and approve the long-term strategic; contribute to and approve annual plans.
- **Executive Oversight:** Hire, evaluate, and if necessary, dismiss the Executive Director as recommended by the Executive Committee. Support the Executive Director in their efforts to serve the Chamber to the best of their ability.
- **Financial Stewardship:** Approve the annual budget. Monitor financial performance and ensure appropriate internal controls.
- **Policy Development:** Establish policies governing the organization and ensure compliance with applicable laws and regulations.
- **Fundraising & Advocacy:** Support fundraising efforts and represent the Chamber in the community.
- **Evaluation & Accountability:** Assess board performance and ensure the Chamber's goals and metrics are met.

Board Members are NOT Responsible for:

- Day-to-day operations or management decisions.
- Supervising staff other than the Executive Director.
- Representing personal or business interests above the collective interest of the Chamber.

Role of the Executive Director

The Executive Director is the chief executive officer of the Chamber and is responsible for managing day-to-day operations, implementing strategic goals, and serving as the primary liaison between the board, members, and community.

Key Responsibilities of the Executive Director:

- **Operational Leadership:** Manage all Chamber operations, staff (if applicable), and volunteers; execute programs, services, and events aligned with strategic objectives.
- **Membership & Community Engagement:** Grow and retain Chamber membership; serve as the Chamber's primary representative to the business community, media, and public.
- **Financial Management:** Prepare and manage the annual budget; oversee financial reporting, grant writing, and fundraising activities.
- **Board Support:** Provide timely, accurate information to the Board for informed decision-making; attend Board and committee meetings as a non-voting member; implement Board policies and strategic plans.
- **Communications & Public Relations:** oversee all Chamber communications, branding, promotions and public relations; support the Chairperson of the Board in the role of official spokesperson for the Chamber.

Limits of Authority:

The Executive Director operates within the budget, policies and plans approved by the Board and must seek Board approval for deviations from Board approved budgets, policies, and plans.

Collaboration Between Board & Executive Director Requires:

- **Mutual Respect:** Each party respects the distinct roles of governance and management.
- **Open Communication:** Regular, honest, and transparent communication between the Executive Director and Board.
- **Alignment on Goals:** Regular review of goals, priorities, and performance metrics.

Introduction to Committees

(Last updated: September 2026)

The Bylaws allow the Board of Directors to establish and define duties and durations for permanent committees, supplemental committees, and task forces. The Board of Directors also has the authority to revise committee/task force charges, review their performance, and sunset them as may be applicable from time-to-time.

Board actions establishing a committee or task force should be recorded in board meeting minutes and include a clear definition of the committee's/task force's charge and duties and state if it will be an ongoing (with annual review) supplemental committee or time-bound task force (stipulating the anticipated end date for its work). A form is available to assist with this process.

Board actions sunsetting a committee or task force should be recorded in board meeting minutes and include a short description of the rationale behind the decision to disband the committee or task force.

Permanent Committees

(Last updated: September 2026)

The Chamber's bylaws specify three permanent committees: executive, budget and finance, and nominating.

- The purposes, composition, and chairpersonships of the permanent committees are outlined in the bylaws.
- Despite their durable nature, permanent committees have no greater authority than any supplemental committee or task force. An exception may be the executive committee if the board expressly delegates authority to it to take action on an issue; otherwise, any actions taken by the executive committee shall be temporary until ratified by the full board at its next meeting.

Supplemental Committees and Task Forces

(Last updated: September 2026)

Currently, the following supplemental committees meet regularly and contribute to the overall operation of the Chamber: Ambassador, Government Relations, Education, Events.

- Chairpersons of supplemental committees shall be appointed by the Chairperson of the Board and their service shall be concurrent with the term of the appointing Chairperson of the Board, unless a different term is approved by the Board of Directors.

- Chairpersons of task forces shall be appointed by the Chairperson of the Board and shall serve until the work of the task force concludes or the task force is disbanded by the Board.
- Committees and task forces may establish additional policies to guide their specific activities, provided such policies do not conflict with the bylaws or this Policy Manual.

Ambassador Committee

Duration: Ongoing, subject to annual review

Charge: Through personal outreach and participation in member events like ribbon cuttings and networking activities, ensure that every member feels supported, informed, and connected to the Chamber.

Government Relations Committee

Duration: Ongoing, subject to annual review

Charge: Strengthen the Chamber's ability to represent and advocate for the business community with a unified, non-partisan voice by recommending policy positions to the Board, leading the Chamber's civic engagement efforts, and helping members understand and support the Chamber's role in government relations and the impact of public policy on business.

Education Committee

Duration: Ongoing, subject to annual review

Charge: Promote educational opportunities that inspire students, equip educators, and support workforce development. (?Educational offerings for members?)

Events Committee

Duration: Ongoing, subject to annual review

Charge: Enhance the quality of life in Holly Springs and contribute to the economic vitality of local businesses by planning, supporting, and participating in Chamber-sponsored community events.

Participation

(Last updated: September 2026)

- Unless otherwise prescribed in the bylaws, participation in Chamber committees and task forces is open to all members in good standing.
- Committee and task force members must be Chamber members in good standing unless a deviation from this is specifically allowed via this policy. This includes not only the individual identified as the official representative of a member company but also all employees of members.

- Special considerations for select committees:
 - Ambassador Committee – service as an Ambassador typically follows a twice per year selection process after which Ambassadors must attend training before beginning their one-year term. Ambassadors may be re-appointed annually.
 - Events Committee — due to its community outreach focus, the Events Committee welcomes non-Chamber members to volunteer with the committee and during events.

Voting

(Last updated: September 2026)

- Voting on issues before committees and task forces is limited to one representative per member company/organization.
- Non-Chamber volunteers on the Events Committee are not eligible to vote.
- A vote of at least two-thirds (2/3) of the committee members present at a committee meeting (no more than one representative per member company) is required for a committee to take action unless otherwise specified in the bylaws.
- Other than procedural actions (e.g. approval of minutes, adjournment), votes taken by committees and task forces become recommendations for review and final action by the Board of Directors.

Board Liaisons

(Last updated: September 2026)

Each committee and task force shall have one member of the Board of Directors assigned to act as a liaison to the board and from the board to the committee/task force.

- The Board Liaison should always be aware of the progress and programs of their assigned committee/task force and act as an advocate for their committee/task force during board meetings.
- The Board Liaison also should report to their assigned committee/task force any relevant action taken by the board.

Note: Care should be taken by Board Liaisons not to unintentionally usurp the authority of the appointed Committee/Task Force Chairperson; the Liaison should be a resource and encourage advancement of the committee's/task force's work.

Staff Liaisons

(Last updated: September 2026)

Every committee and task force has a designated Staff Liaison.

- Because the bylaws state the Executive Director is a non-voting member of the three permanent committees, the Executive Director shall also serve as Staff Liaison to those committees.
- The Executive Director makes Staff Liaison assignments, including for themselves, to the other committees and task forces.
- Staff Liaisons to committees/task forces serve as critical administrative, strategic, and informational bridges; they empower volunteer leaders by ensuring initiatives align with broader goals, managing meeting logistics, and facilitating communication.
- The Staff Liaison responds to the needs of the committee/task force within the limits of time and other responsibilities.
- The role of Staff Liaison includes:
 - Work with the committee/task force Chairperson to set meetings, coordinate logistics, and develop effective agendas with supporting materials as applicable.
 - Attend all meetings of the assigned committee/task force.
 - Serve as a resource during and between meetings by providing in-depth knowledge, answering questions, offering suggestions, and raising issues.
 - Keep the committee's/task force's work focused on the mission and the charge from the Board of Directors.
 - Ensure that someone takes minutes and keeps records for the committee/task force.
 - Follow-up on assignments and action items.

While committees and task forces may, from time-to-time, meet without their assigned Board Liaison due to scheduling or other conflicts, every effort should be made for no committee or task force to meet without its assigned Staff Liaison or an alternate Staff Liaison as temporarily set by the Executive Director if necessary due to scheduling or other conflicts.

Fiscal Year and Basis of Accounting

(Last updated: September 2026)

The fiscal and budget year of the Chamber shall be January 1 – December 31. The Chamber maintains its financial records and prepares its financial statements on a modified cash basis of accounting. This method does not conform to Generally Accepted Accounting Principles (GAAP) but is suitable for the Chamber's operational and reporting needs.

Authorized Signatures/Approvals

(Last updated: September 2026)

The authority to sign checks and/or approval withdrawals for and on behalf of the Chamber is granted to the: Chairperson of the Board, Chairperson Elect, Treasurer, Secretary and Executive Director.

The signature/electronic approval of any one of the above shall be necessary on all checks/disbursements drawn on Chamber accounts up to or for the amount of \$1,000. The signatures/electronic approvals of any two of the above shall be necessary on all checks/disbursements drawn on Chamber accounts in excess of the amount of \$1,000.

Bids/Purchases

(Last updated: September 2026)

Whenever possible, the Chamber seeks to do business with members. When significant goods or services (valued in excess of \$1,000) are needed by the Chamber, no less than two (2) and preferably three (3) bids will be sought from all Chamber members in the applicable line of work and from non-members as may be required to receive an adequate number of bids.

All bids are carefully reviewed by the Executive Director. If no current Chamber members provide the product or service sought, or if member pricing is measurably higher than non-member pricing, the non-member selected for the work will be encouraged, but not mandated, to join if they are in the Chamber's applicable geographic area.

Membership in the Chamber is not a guarantee of work from the organization. The Chamber must be a good steward of its members' money and therefore must not force business to be with members if such business would result in comparatively high costs to the Chamber. If the Executive Director has any questions related to the selection of a vendor, they will direct such questions to the Executive Committee for guidance.

All ongoing orders for goods or services will be reviewed and at least two (2) new bids acquired, as outlined above, every three (3) years to ensure the Chamber continues to steward its members' investments well.

Contracts

(Last updated: September 2026)

Contracts, agreements, and other legal instruments in the name of and on behalf of the Chamber shall be entered into only with prior approval of the Board of Directors. Such approval may be general and not require Board review of the instrument for items within budget allowances and/or for matters for which the Board has granted broad authority (e.g. contracts for services, agreements with venues), provided the value is less than \$2,000. For commitments of \$2,000 or more, specific, advance approval must be granted by majority vote of the board. Other approvals may be more specific and carry additional limitations.

Subject to the bylaws, the authority to execute contracts, agreements, and other legal instruments in the name of and on behalf of the Chamber is granted to the Chairperson of the Board and Executive Director in alignment with Board approval as outlined above. Additionally, the Board of Directors may authorize any other officer or agent of the Chamber to execute a specific contract, agreement, or legal instrument as necessary to carry out the business of the Chamber within the parameters set out for that purpose.

Financial Review/Audit

(Last updated: September 2026)

The Budget and Finance Committee shall annually select an independent accountant to review or audit the Chamber's financials. A complete audit shall be completed every fifth year, with a financial review conducted each of the four intervening years.

The Budget and Finance Committee will include the cost of these services in the annual budget it presents to the Board of Directors.

The independent accountant shall present the review/audit to the Board of Directors. Bound or electronic copies of such reports shall be made available to any Chamber member upon request.

Income Tax

(Last updated: September 2026)

Consistent with federal law, the Chamber is required to submit IRS Form 990 and supplementary schedules by May 15 following the fiscal year-end date, unless an extension is requested. A request for extension will be made only by formal action of the Board of Directors if extenuating circumstances make an extension necessary; the extended filing deadline is November 15. The financial information reported on IRS Form 990 shall be consistent with the annual financial statements. The Board of Directors shall approve IRS Form 990 prior to its filing by Chamber staff or designated representative.

Invoices

(Last updated: September 2026)

Standard operating procedures for non-dues fees (e.g. events, sponsorships) will specify the due dates for such fees. Any payment due to the Chamber, other than dues (see separate Membership Policy for Membership Anniversaries/Renewals), from a member that is 60 days past its due date will result in the membership entering a suspended status and will remain as such until the invoice is paid or 60 have passed, whichever comes first. During this 60-day period, the member cannot participate in any Chamber events or take advantage of any Chamber benefits unless they first pay the outstanding invoice. If the invoice is paid within this 60-day period, the member's status will be returned to active without any change to the membership anniversary date.

If the outstanding invoice remains unpaid at the end of the 60-day suspension period, the member's status becomes lapsed. Overdue invoices may be subject to a formal collections process.

A member lapsed due to an unpaid non-dues invoice can apply for re-instatement until their next membership anniversary date by making a request to the executive director or Chairperson of the Board, accompanied by full payment the outstanding invoice with applicable fees and penalties as may be determined by the Board of Directors. If the board approves the reinstatement, there will be no change to the member's anniversary date.

If a member lapsed due to an unpaid non-dues invoice does not request reinstatement and have such request approved by the Board of Directors by their next membership anniversary date, their membership will be cancelled. If they wish to rejoin the Chamber, they will need to re-apply for membership following the new member process and fully pay the amount owed to the Chamber with applicable fees and penalties applied as may be determined by the Board of Directors.

Returned Checks

(Last updated: September 2026)

Checks returned to the Chamber by a financial institution for any reason, including but not limited to insufficient funds or closed accounts, will result in the immediate suspension of member services to the maker of the check. Additionally, each returned check will result in a \$25 fee charged to the maker of the check. The member will be noticed of this outstanding bill and be given 30 days to pay it in full. The separate policy regarding invoices shall be followed if the invoice is not paid.

Budgeting

(Last updated: September 2026)

The Budget and Finance Committee shall annually set and present to the Board of Directors for approval an operating budget for the Chamber. In creating the budget, the committee begins with a draft prepared by the Executive Director and evaluates and takes into consideration economic factors which may affect dues income, specific goals or programs projected for implementation during the coming year and existing programs and services. The Budget and Finance Committee will seek input from and include insights and requests from committee and task force chairpersons to the extent possible. The Board of Directors must approve the annual budget before it becomes effective, and such approval must occur no later than November 30 of the year preceding the budget year.

The Board of Directors receives a monthly statement of the Chamber's revenues and expenses compared to the budget. The board may direct the Budget and Finance Committee to reevaluate the budget during the course of a fiscal year if significant variance or patterns of variance are detected that could adversely affect the Chamber. Upon completing such a reevaluation, the committee may present a revised operating budget to the board for approval.

Variances to the operating budget as approved shall be addressed as follows:

- Within a committee, program or event budget, the responsible chairperson may adjust line item expenses, with the approval of the Chairperson of the Board or Executive Director, if the total committee, program or event budget does not change as a result.
- If funds to cover an overrun on a budget line item cannot be found with the same committee, program or event, an adjustment to the budget must be approved by the Board of Directors.
- Income or loss from a committee, program or event cannot be transferred to another committee, program or event, or carried over to the following fiscal year.

Reserves

(Last updated: September 2026)

The Chamber must maintain adequate reserves to sustain operations to serve members in the event of catastrophic financial loss (for example, unexpected and dramatic drop in membership, failure of a major event, loss of a significant non-dues revenue source). The amount required in reserves shall be calculated annually by the Budget and Finance Committee and will be equivalent to six months of operating expenses, which are defined as the total of following budget line items:

Bank Fees, Business Insurance, Computer/Website, Dues/Subscriptions, Postage, Supplies, Professional Services, POA Dues, Real Estate Taxes, Repairs/Maintenance,

Telephone/Internet, Utilities, Staff Wages/Insurance/Retirement/Professional Development, Payroll Taxes, Chamber Taxes

Any use of funds out of reserves must be reviewed by the Budget and Finance Committee and approved by the Board of Directors.

Reserves will be replenished, as a priority, out of the operating budget. The schedule for this replenishment will take no longer than three years and will be developed by the Budget and Finance committee and approved by the Board of Directors. In the event of a severe economic downturn, the repayment schedule will begin in the first year following an increase in gross revenues.

Acceptance of communications (Last updated: September 2026)

Members consent to receive communications sent by or on behalf of the Chamber to the company addresses and numbers listed in the official membership record.

Membership list policy (Last updated: September 2026)

Chamber member data is both a valuable asset and a protected trust. Other than as published in the printed and/or online directory formats, the Chamber does not provide member contact information (professional or personal: address, e-mail addresses, phone numbers, web site addresses).

The Chamber does not sell, rent, or distribute member contact information or that of vendors or event attendees to third parties or event sponsors. All sponsor communications are deployed directly by Chamber staff.

Authorized Third-Party Exemptions

The Chamber reserves the right to share relevant contact and directory data with vetted, contractually bound outside companies exclusively for:

- **Official Publications:** The production, marketing, solicitation, and distribution of official printed directories, community guides, relocation packages, and event maps.
- **Operations & CRMs:** The management, optimization, and authorized vendor-supported outreach within the Chamber's Customer Relationship Management (CRM) systems.

This exemption applies to data from members, event vendors, and participants where necessary for the fulfillment, solicitation, or success of the project.

Operational Protections & Guardrails

Any outside company utilizing Chamber data under this exemption is strictly bound by contract to the following rules:

- **No Data Misuse:** Partners cannot sell, rent, or repurpose Chamber data for any project outside the specific, agreed-upon scope.
- **Limited Solicitation:** Partners may contact data subjects directly only for listing verification, authorized CRM onboarding, or advertising solicitation for that specific publication.
- **Data Security & Destruction:** Partners must securely destroy or return all distributed lists upon project completion and cannot retain data for independent future use.
- **Opt-Out Compliance:** The Chamber honors all data-exclusion requests. Anyone who opts out of public-facing directories or maps will be omitted from data shares.

Member Use of Chamber Logo (Last updated: September 2026)

The use of the Holly Springs Chamber of Commerce logo is a privilege reserved for members. While membership remains in good standing, members are encouraged to use the logo indicating their membership on their marketing and related materials to add credibility to their firm and enhance the visibility of the Chamber in the community. Annually, members receive a dated version of the Chamber logo for their use.

Use of the Chamber logo is subject to the following guidelines:

The logo may not be altered in any way, including:

- Separating elements of the logo
- Adding another company name
- Using logo or part of it within another graphic element
- Incorporating any part of the logo into another logo
- Not printing the logo over patterns, such as background lines or geometric patterns
- Not tilting the logo

Size

- When printed, the Chamber logo should never be smaller than 1/2 inch wide
- The Chamber logo must remain proportionate when resizing

Social Media (Last updated: September 2026)

The Chamber may develop and maintain online tools to open as many lines of communication to members and the general public as appropriate. Such tools will be consistent with the Chamber's internal and external marketing plan and goals.

As the name implies, social media involves the building of communities or networks and encouraging engagement.

Social media may include, but is not limited to:

- Social networking sites (i.e.: Facebook, Instagram, LinkedIn)
- Micro-blogging sites (i.e.: X)
- Blogs
- Video and photo sharing sites (i.e.: Flickr, YouTube)
- Forums and discussion boards (i.e.: Google Groups)
- Online encyclopedias (i.e.: Wikipedia)

Note: This policy pertains to official social media of the Chamber; a separate policy for staff use of social media for personal use (i.e.: referencing the Chamber, mentioning members, use on Chamber time, etc.) is included in the Chamber Employee Handbook.

All official social media accounts of the Chamber must be authorized by the Board of Directors and managed (directly or by supervision) by the Executive Director.

Chamber social media will carry the name Holly Springs Chamber of Commerce whenever possible; if not possible, a name as closely related to it will be used.

The profile image of the Chamber on official social media sites will be the Chamber logo or associated event logo as applicable at that time.

All social media work created by Chamber staff (employees and/or contractors) for official Chamber use is owned by the Chamber. An email address not specific to any employee (e.g. info@hollyspringschamber.org) will be used for official sites.

The Chamber will follow all terms and conditions of each online community through which the it chooses to communicate.

Official social media sites of the Chamber will not include any personal or confidential content about the Chamber, employees or members.

The Chamber may link to/follow of other social media sites offered by related organizations, such as the U.S. Chamber of Commerce and the NC Chamber and other approved organizations related to business community in the Holly Springs and surrounding areas. The Chamber will not link to or follow any social media sites, groups, pages, blogs, causes, etc. that are expressly political or religious or that could reasonably be considered likely to provoke, attack or offend others.

Chamber social media will allow for posting of comments, in accordance with its related “Social Media – Comments” policy.

In its use of social media, the Chamber will be:

- Transparent – clearly identify as the Holly Springs Chamber of Commerce
- Professional – post content that is intended for the Chambers’s audience (not of interest just to the personal friends of Chamber staff or members)
- Responsible – always remember that online communications are permanently available and open to being republished in other media
- Accurate – fact-, spell- and grammar-check all Chamber posts; credit sources appropriately; correct errors promptly
- Law-abiding – ensure that libel, defamation, copyright, trademark, rights of publicity and data protection laws are followed, including with regard to user-generated content
- Timely – provide information quickly and accurately
- A valued community member – provide information that is of interest to the readers/viewers; build a sense of community with thought-provoking content

Social Media—Comments

(Last updated: September 2026)

Social media, as defined earlier, is used by the Chamber to open lines as many lines of communication to members and the general public as appropriate. As a result, this two-way communication will result in members and the general public posting “comments” or other responses on official Chamber social media sites.

The Chamber encourages comments and discussion on its various social media sites. The Chamber does not pre-moderate any comments and welcomes all kinds of responses – supportive, dissenting, critical or otherwise.

Chamber staff (direct or contracted) monitors the Chamber’s social media sites. Additionally, involved members will be following online conversations about the Chamber, too, and are encouraged to inform staff of any questionable comments posted on official Chamber social media sites.

Upon identification of a critical comment, it will be assessed to understand if it has merit or not. If the commenter has a legitimate complaint, authorized staff will post a reply thanking them for their feedback and convey that the comment will be taken into consideration to make future improvements.

There will be some people who leave comments who are beyond appeasing and will not be reasonable. Staff will not engage in online debates or arguments.

Chamber staff will not delete or censor comments/links/posts unless they have content that:

- Is obscene, defamatory, threatening, harassing, abusive, slanderous, hateful or embarrassing to any person or entity
- Uses excessively foul language
- Breaks the law or condones or encourages unlawful activity (including but not limited to potential anti-trust violations)
- Infringes on the rights of any third-party
- Describes or encourages activities which could endanger the safety or well-being of others
- Could reasonably be deemed a violation of Chamber’s Code of Conduct
- Is off-topic
- Is an advertisement or solicitation for business
- Is blatantly spam
- Is reported as abuse

Educational Events

(Last updated: September 2026)

In partial fulfillment of the education aspect of the Chamber's mission, the Chamber occasionally offers educational events for members. These events shall be offered to Chamber members and their employees at a discounted rate as compared to non-members. Some events may also extend such discount to members of other local chambers, determined at the time of event scheduling. The registration fees set for these events will vary depending on costs of instructors, materials, venues, food/beverages, etc.

Networking Events

(Last updated: September 2026)

In partial fulfillment of the connection aspect of the Chamber's mission, the Chamber holds a variety of networking events throughout each year. Members are expected to pre-register for all networking events

Business After Hours and Morning Huddles are socials hosted by Chamber members. There is no charge to attendees for these events, and the food/beverages offered are at the discretion of the host. Only Chamber members may host these events.

Ribbon Cuttings are a benefit of Chamber membership and may be held for:

- The opening of new businesses
- An existing business newly joining the Chamber
- A new or remodeled location for an existing member
- New ownership of an existing business
- Significant business milestones such as 5, 10, 15, 20... years in business

Joint Ribbon Cuttings are also available to Chamber members that do not have a location typically open to the public.

The Ribbon Cutting schedule is quite full each year, and while the Chamber works closely with members requesting Ribbon Cuttings, the final scheduling is at the discretion of the Chamber. All Chamber members are encouraged to attend Ribbon Cutting events.

Chamber 101, held periodically across the year, is an orientation to the offerings of the Chamber and the benefits of active involvement to which new members are invited and all members are welcome to attend.

Member Appreciation Night is an event exclusively for Chamber members. Each Chamber membership can request up to four tickets.

Annual Awards Breakfast is typically in the first quarter of the calendar year. There is a charge for both members and their guests to attend; the rate is set annually through the budgeting process.

Community Events

(Last updated: September 2026)

As a champion of local businesses and economic growth in Holly Springs and the surrounding area, the Chamber offers several community events each year. The parameters surrounding dates, locations, participation requirements, fees, etc. are recommended by the Events Committee and approved by the Board of Directors as a part of the annual budgeting process.

Currently, the Chamber's community events include: SpringsFest; First Responders Awards; Grapes, Grains, & Giving, Women's Luncheon, The Business Expo at HollyFest; WinterFest

Sponsorships

(Last updated: September 2026)

There are many opportunities for Chamber members to sponsor education, networking and community events presented by the Chamber. The rates and benefits of such sponsorships are recommended by the applicable committee and approved by the Board of Directors each year as a part of the annual budgeting process.

Criteria for Evaluating Events

(Last updated: September 2026)

The committee responsible for an event establishes specific data collection methods (e.g. qualitative data through surveys, interviews, focus groups; quantitative through measurable metrics, etc.) and determines what data to gather (e.g. participant, vendor, staff, and other stakeholder feedback; demographic patterns; social media metrics such as event hashtags, likes, shares, comments; changes in website traffic; attendance numbers; revenue and expenses, etc.) for each event and provides a report of the same to the Board of Directors.

Board level considerations of an event's success and ultimate viability should include such things as:

- The event's connection to the mission and purpose of the Chamber and to what extent the event achieved that connection
- Attendance patterns (numbers of participants/attendees and trends over time)
- Financial impact (total revenue vs. total expenses and trends over time, keeping in mind that if an event's connection to the mission and purpose of the Chamber is extremely strong, an event may be considered successful and viable even if it is revenue neutral or incurs a financial loss)
- Qualitative feedback about the success of the event from various stakeholders

Criteria for Establishing New Events

(Last updated: September 2026)

From time-to-time member and/or community interest may suggest the Chamber add a new event to its offerings. Similarly, the Chamber itself may look to a new event as a valuable benefit for members and/or a source of non-dues revenue for the Chamber. The Board of Directors may choose to create a task force to study the feasibility of a new event, or the board may directly deliberate on an event idea forwarded by staff, a committee, or another stakeholder.

The board holds the final decision regarding the establishment of a new event and should ensure the Budget and Finance Committee includes appropriate anticipated revenues and expenses in the next fiscal year's budget (or revises the current budget if the new event will occur during the current fiscal year).

While this list is not exhaustive, among the things the board should deliberate on when considering a new event are:

- Does the event directly support the Chamber's purpose, vision, mission, and current strategic plan?
- What specific value does this event provide to members, the community, or other stakeholders?
- Does the event enhance, protect, or potentially risk the Chamber's public reputation?
- Is there a verified demand or a clear target demographic for this event?
- Will this event be fully presented by the Chamber or will it be presented in partnership with other organizations?
- If other organizational partners will be involved, are there understood and agreed upon delineations of the roles and responsibilities of each organization?
- Has a detailed budget outlining all projected revenues and expenses been created?
- What is the minimum attendance or funding required to avoid a financial deficit?
- Will this event rely on existing reserves, generate new revenue, or require an initial capital investment?
- Will committing financial resources to this event pull funding away from other high-priority initiatives?
- Does the current staff have the bandwidth to execute this event?
- How many volunteers will be required to successfully execute the event?
- Do current organizational systems (registration software, marketing platforms, venue access) support the event's needs?
- Are there similar events hosted by other local organizations or competitors that could dilute attendance?

- Does the proposed date conflict with major holidays, local school schedules, or established community traditions?
- Is this intended to be a one-time occurrence, or is it a recurring event that can grow over time?
- What legal liabilities (venue contracts, speaker agreements, vendor insurance) does the Chamber assume?
- Are specific municipal permits, crowd control plans, or alcohol licenses required?
- Is there an established risk-mitigation strategy for severe weather, low attendance, or sudden cancellations?
- What clear benchmarks (e.g., net profit, total attendance, member engagement) will make this a "successful" event?
- What is the plan for gathering event data and by what date will a post-event evaluation report be made to the board?

Equal employment opportunity (Last updated: September 2026)

The Chamber is an equal opportunity employer with respect to recruitment, hire, termination, transfer, promotion, compensation, benefits, training, layoff, return from layoff, and any other term or condition of employment. This policy shall be administered without regard to gender, age, race, ethnicity, sexual orientation, disability, or on the basis of any other status or characteristic protected by local, state or federal law.

Executive Director (Last updated: September 2026)

The Board of Directors may establish a search committee to recommend and the board subsequently approve the hire of an Executive Director of the Chamber as prescribed in the bylaws and outlined in a separate Executive Director Succession policy. Such individual shall be an employee at will, free to resign at any time just as the Board of Directors is free to terminate the Executive Director at any time, providing such resignation or termination complies with any requirements for the same outlined in any letter of agreement, contract, or other legal instrument outlining the employment terms between the Executive Director and the Chamber.

Employment at will (Last updated: September 2026)

Other than the Executive Director, employees of the Chamber are hired by the Executive Director. Such employees are free to resign at any time just as the Executive Director is free to terminate any employee at any time.

Compensation (Last updated: September 2026)

Employee compensation shall be determined annually in accordance with the budgeting process. The compensation of the Executive Director shall be set by the Budget and Finance Committee, following a recommendation by the Executive Committee, and in compliance with the compensation policy included in this manual. The compensation of all other employees of the Chamber shall be set by the Executive Director, keeping within the total budget recommended by the Budget and Finance Committee and approved by the Board of Directors.

Performance reviews

(Last updated: September 2026)

The Executive Committee is responsible for annually conducting a review of the Executive Director's performance. Such review may include input from staff, leaders, and other members as requested by the committee. The final report will be presented to the Executive Director in a private meeting with the Executive Committee, during which goals for the coming year will be set. It is the responsibility of the Executive Director to conduct annual performance reviews with all other employees. All annual performance reviews should be conducted in a timely manner that allows compensation packages for the following fiscal year to reflect employee performance and be included in the ordinary budgeting process.

Throughout the year, the Executive Committee is expected to provide feedback to the Executive Director regarding their performance, both recognizing outstanding accomplishments and discussing errors or other concerns. Likewise, in an effort to help them succeed in their roles, the Executive Director will provide ongoing feedback to all other employees.

If any Chamber leader or member has a complaint about the Executive Director, they should raise that concern to the Chairperson of the Board. Leader or member complaints or concerns about any other Chamber employee should be presented to the Executive Director.

Employee manual

(Last updated: September 2026)

A separate, comprehensive employee manual is supplied to each employee upon hire.

Executive Director Succession

(Last updated: September 2026)

To ensure the continuous coverage of executive duties critical to the ongoing operations of the Chamber, this policy addresses a vacancy in the Executive Director (ED) position in conditions both unplanned and planned.

A planned vacancy in the ED position may occur as the result of retirement, resignation, or termination of employment. In such instances, the Executive Committee will begin the search for a new ED as soon as the pending vacancy is made known. If there will be a gap between the last day of the current ED and the expected start date of a new ED, the Executive Committee may appoint an Interim Executive Director to serve during the hiring process.

Unforeseen circumstances may result in a vacancy in the ED position without notice that may be temporary (four months or less) or permanent (the position will be considered

permanently vacated if the ED resigns, passes away or is unable to return to work after four months). In such unplanned instances, the Executive Committee may appoint an Interim Executive Director to serve while the ED is out and during a subsequent hiring process, if applicable.

When it becomes apparent that the vacancy, either unplanned or planned, in the ED position will be permanent, the Board of Directors will cause a Search & Transition Task Force to be created and specify the members of it, the maximum of which will be seven. The composition of the task force will typically include the five officers on the Executive Committee, one past member of the board of directors and one member at large, unless others are expressly selected by the board. Work of this group will be paced such that the search and hiring process will be swift yet thorough. Duties and procedures of this group include:

- Review the Chamber's current plan and goals; determine if these continue to reflect the will and interests of the Chamber; make adjustments, subject to Board of Directors' approval, as necessary.
- Review current job description of the ED; determine if its elements continue to reflect what the Chamber needs in its next ED; make adjustments, subject to Board of Directors' approval, as necessary.
- Review the compensation package of the outgoing ED, evaluating it in relation to the education, experience and tenure of the outgoing ED and as it fits in to the overall Chamber budget. Determine the levels of education and experience the Chamber seeks in its next ED and set a salary/overall compensation package range to be offered through this hiring process, subject to Board of Directors' approval.
- Identify five to eight critical Chamber management competencies (i.e. finance and administration, government affairs) and eight to ten individual competencies (i.e. communication, staff management and development) the Chamber will expect its next ED to have.
- Write and disseminate a job posting for the ED position. (Avenues of dissemination may include, and are not limited to: Carolinas Association of Chamber of Commerce Executives [CACCE], Association of Chamber of Commerce Executives [ACCE], , CareerBuilder.com, Indeed.com, LinkedIn.com.) Set a temporary postal box or email address as the place to which hard copy or digital resumes are submitted.
- In addition to external postings, first consideration should always be given to current employees and the Interim ED, if applicable, if they have interest.
- Review cover letters/resumes; select four to eight promising candidates for telephone/online interviews.
- Based on the telephone/online interviews, the task force may request samples of work product from the most promising candidates.

- Following review of the above, two to three candidates should be selected for in-person interviews. Such interviews will be with the task force and may include (for a portion of the interview) current staff members.
- The task force will solicit feedback from the references provided by the most promising of the interviewed candidates.
- The task force will recommend one candidate to the Board of Directors, supplying the board with an outline of the criteria that led to the recommendation, and present the candidate to the board at a regularly scheduled or special meeting of the board for ratification of the recommendation.
- Upon ratification of the recommended candidate by a simple majority vote of the Board of Directors, the task force will make an offer of employment to the selected individual.
- The task force will report to the board when the offer of employment is accepted and the final terms it includes. In conjunction with the needs of the incumbent ED, the Board of Directors will determine when an announcement of their hire will be made known to the staff, the members, and the general public.
- Work in cooperation with staff to welcome and onboard the new ED.

Non-partisan stance and activity
(Last updated: September 2026)

Chamber staff, leaders, and members are prohibited from publicly supporting any political party, candidate, or elected official on behalf of the Chamber, while representing the Chamber, or conducting Chamber business.

Openly supporting, endorsing, informing, lobbying, or attempting to influence others regarding any specific candidate or political party (“Campaigning”) is strictly prohibited at all Chamber functions, programs and events. Any individual, including elected officials, candidates, party representatives, chamber members, community members, or guests, found engaging in Campaigning at a Chamber event shall be asked to leave.

The Chamber shall not disseminate materials to its members or the broader community in public support or endorsement of any candidate, elected official, or political party. The Chamber shall exercise diligence to restrict all activity, photographs, Campaigning materials, or communications potentially construed as public support or endorsement. The use of the Chamber’s name, trademark, or likeness on any Campaigning materials is expressly forbidden.

Notwithstanding the above, Campaigning is allowed under limited circumstances. Permissible activities include renting tents for Campaigning at HollyFest and participating in candidate forums organized by the Chamber, provided Campaigning remains within pre-established boundaries. Additional activities may be approved at the discretion of the Board of Directors, contingent upon ensuring equal opportunity for all candidates.

This Policy should not be interpreted as restricting the Chamber from publicly supporting, endorsing, informing, or educating the public, candidates, or elected officials regarding policy positions adopted by the Board of Directors. Advocacy and educational efforts concerning state or local legislation or regulatory proposals are permitted, provided such initiatives are consistent with the Chamber’s advocacy agenda or specific positions established by the Board of Directors.

The Chamber recognizes that its members, leaders, and staff may pursue personal interests beyond those of the organization and often serve as leaders in other organizations, including political entities. The Chamber does not prohibit members, staff or their representatives from participating in Campaigning activities provided such actions are not executed nor could be construed to be executed on behalf of the Chamber.

Alleged violations of this policy require the submission of a written complaint to the Executive Director. For minor infractions, the Executive Director will consult with the Chair of the Government Relations Committee to promptly address and resolve the issue. In general, a violation will be considered minor if there is a lack of intent to violate this policy, such as a simple oversight, and simple remediation can be exercised. More significant infractions will be considered violations of the Chamber’s Code of Conduct and be referred to the Board of Directors for review.

Charitable Giving

(Last updated: September 2026)

The Holly Springs Chamber of Commerce, a 501(c)(6) nonprofit membership association, applauds its members for the charitable aid given to valuable organizations throughout the Holly Springs area and beyond by individual members and member companies.

Charitable contributions by the Chamber shall not be allowed out of general revenues. Rather, special events may be offered specifically to raise funds for the Chamber's charitable outreach efforts, which include both charitable giving and to a very limited extent, Chamber name awareness in the community.

The Holly Springs Chamber Foundation, Inc., a separate 501(c)(3) charitable organization, was created to allow the generosity of Chamber members, as a group, to be focused on education, research and charitable aid initiatives.

The Chamber may conduct charitable fundraising efforts to benefit the Holly Springs Chamber Foundation or specific IRS approved charities eligible under IRC Section 501(c)(3).

The Chamber may involve itself in volunteer efforts with time and talents of individual members and/or staff for charitable causes benefiting IRS approved charities eligible under IRC Section 501(c)(3). Organizations requesting Chamber participation in such activities must submit a request in writing for review by the Board of Directors. All requests must be approved by the Board of Directors prior to the start of the activities. No such activities shall be undertaken in the name of the Chamber without prior approval of its Board of Directors.