



ST. CLOUD GREATER OSCEOLA CHAMBER OF COMMERCE
1200 NEW YORK AVE., ST. CLOUD, FL 34769
407. 892.3671

BOARD OF DIRECTORS

HANDBOOK



WELCOME TO THE TEAM



**Lisa Bertossa, Keystone
Residential Group
*Board Chair***



Welcome to the Team

Welcome to the St. Cloud Greater Osceola Chamber of Commerce Board of Directors. You have been selected to a position of responsibility and visibility within our community. It is our hope that you will find your time on the Board to be important not only to the Chamber, but to you, your business and our membership as a whole.

This guide has been compiled to serve as orientation as you assume your position as a Director of the Chamber of Commerce. It contains basic information related to Chamber operations, organization and individual responsibilities and expectations

It may also help to answer questions you have as you begin your new role or even if you are a veteran Board member. Please review the information and feel free to comment or ask questions.

Welcome again and thank you for volunteering.

Lisa

About the Chamber

Our Chamber is a networking vehicle and resource center for the business community which, in turn, touches the entire community by creating a better place to live, work and do business.

Mission Advocating for Community and Business Prosperity.

The Chamber

- Provides value to the City of St. Cloud and Osceola County.
 - Is vital to Community Outreach, Economic Development, Workforce Development, Quality of Life and Education
 - Provides clear, consistent and dynamic communications channels and networking throughout our membership to mobilize a community message
 - Provides energetic economic development and government affairs efforts through involvement with tourism and other similar industries.
 - Provides working conversations and relationships with county, state and federal elected officials consistently reminding them that St. Cloud and its businesses are vital to the expansion and progress of Central Florida as a region.
 - Provides the means to connect business and create commerce through our participation and leadership in LEADS and Downtown Business Groups as well as support of Main Street St. Cloud
 - Promotes our community in meetings to attract commercial investment.
 - Promotes long-term growth through the exploration of meaningful use of land, buildings and other assets that may attract larger business investments.
 - Works to retain and nurture the current businesses that continue to support the Chamber and the City of St. Cloud.
 - Assumes a lead position in assisting the business community with public support positions.
-

2025-26 Board of Directors Meeting Schedule

The Board of Directors meets every month on the third Wednesday, 8:30 a.m. at the Chamber Conference Room unless notified otherwise.

**October 24, 2025 (Retreat)
November 19, 2025 (optional)
December 17, 2025 (optional)
January 21, 2026
February 18, 2026
March 18, 2026
April 15, 2026
May 20, 2026
June 17, 2026
July 15, 2026
August 19, 2026
September 16, 2026**

Note: 2025 Board Retreat may serve as the October Board Meeting.

2025-26 Executive Committee Meeting Schedule

The Executive Committee which also serves as the Finance Committee meets every month on the second Wednesday, 8:30 a.m.

**November 12, 2025 (optional)
December 10, 2025 (optional)
January 14, 2026
February 11, 2026
March 11, 2026
April 8, 2026
May 13, 2026
June 10, 2026
July 8, 2026
August 12, 2026
September 9, 2026**

Note: 2025 Board Retreat may serve as the November Executive Committee Meeting.

Meet The Team



Lisa Bertossa, Chair



Brian Wetzel, Incoming Chair



Joe Reilly, Past Chair



Dirk Webb

President & CEO



Heather Kitner

Office Manager



Indhiana Martinez

Events Manager

President & CEO



Dirk Webb

The President & CEO of the St. Cloud Chamber of Commerce is responsible for managing the organization and its full range of activities and programs. The CEO oversees the day to day operations of the Chamber and carries out the policies established by the Board.

The CEO supports the mission of the Chamber, assists in the efforts to stimulate economic growth, helps to enhance the business environment, and monitors legislation. He/She serves as the primary face and mouthpiece of the organization.

Value

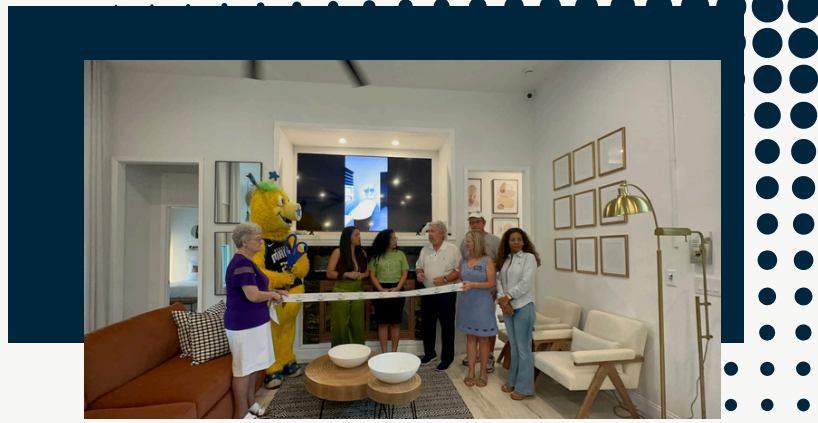
Paramount to the Chamber's existence is providing value to the members that is commensurate with or greater than their investment in the organization. The CEO must work closely with the Board of Directors to ensure the Chamber fulfills this obligation.

Programs

Effort must be taken on a regular basis to make certain that the Chamber is providing an adequate number of programs to help achieve the mission of the Chamber.

Events

Working closely with the Board of Directors, the CEO makes sure that the Chamber events are in alignment with the mission of the Chamber and/or generate revenue to help the organization remain financially sound.



Finances

As the chief administrator for the organization, the CEO oversees all of the general expenditures for the Chamber as outlined in the approved budget. The CEO monitors collections of dues, grants, and sponsorships and makes sure collections are handled in an efficient and timely manner.

Relationships

One of the most important roles of the CEO is maintaining positive relationships. Working with Chamber partners, members, elected officials, and other important organizations is paramount. Maintaining these relationships is critical to the reputation and existence of the Chamber.

Board & Committees

Serving on the board and committees that help further the mission of the Chamber is an important component in expanding the reach and influence of the organization, maintaining healthy working relationships, and creating a positive image for the Chamber.

Advocacy

Essential to maintaining a healthy environment for businesses to thrive and grow is staying on top of legislative issues. The CEO is to ensure that businesses are able to operate in a reasonable manner with minimal government interference.

Board Retreat

Working with the Board Chair, the CEO assists in planning for the annual board retreat. This meeting is held to evaluate the current year, review policies, finances, programs, events, develop plans and goals for the upcoming year, and welcome new board members.

Board of Directors Overview

Chamber Structure

Your selection as a Director of the St. Cloud Greater Osceola Chamber of Commerce is a recognition of your abilities as a community leader. Success as a director depends on a clear understanding of the primary objectives of the Chamber and the basic functions of the Board of Directors.

The Chamber is organized into several committees as appointed by the Board Chair and described by its bylaws. Each of the committees is led by a Chair and includes volunteers as well as staff.

- **Membership Committee**
- **Economic Development Committee**
- **Business Training Committee**

Other committees may be assigned by the Chair as deemed necessary or for a specific scope of work.

Organizational Structure

The Chamber membership is at the top of the organizational chart. The membership elects the Board of Directors who, in turn, hires the President/CEO.

A program of activities and a Strategic Plan are adopted by the Board of Directors and revisited at the annual retreat.

Levels of Responsibility

The Board consists of volunteers that direct the policy of the Chamber and are regarded as representatives of the entire business community. The Board of the Chamber is considered the unified spokesperson and decision maker regarding matters of public concern. Serving on the Board is an honor and so commitment, unselfishness and genuine concern for the well-being of the organization is a key qualification to serve.



The Board

- Authorizes the Chamber's program of work
- Approves the budget
- Hears and acts upon committee recommendations
- Determines the proper course of action
- Sets the long term agenda with a strategic plan



The Board's Function is to

- Encourage members to actively participate in Chamber committees and activities
- Make sure committees are given defined objectives
- Encourage community groups to participate in decision making
- Make sure the Chamber accomplishes its goals
- Make sure the Chamber is adequately financed.



Executive Committee

The Executive Committee is designated to act as the representative of the Board between meetings. Those acts are subject to review and approval by the Board at its full meeting. The Executive Committee meets prior to the regular meeting and prepares the agenda for the Board.

The most important challenge is to determine what a Strategic Board decision is and what an Operations Staff decision is. Evaluate the President by assessing what the entire organization has done.

Collective Responsibilities of the Board

As a director, you are an elected representative of the membership and their ideas. The Chamber's success depends upon your understand and performance of your role as a director.



Attend Board Meetings and Actively Participate

- Authorizes the Chamber's program of work
- Approves the budget
- Hears and acts upon committee recommendations
- Determines the proper course of action
- Sets the long term agenda with a strategic plan



Act as a Team to Set Policy and Goals

- Act as a team to set policy and goals – You and your fellow Directors are responsible to set policy and establish goals for the President to achieve. The Board does not carry out policy. Your President implements decisions.
 - oThe Board makes policy, directs the President to implement policy and then monitors implementation and outcomes of the policy.
 - oThe President implements the policy and determines what staff will do in carrying out board policy.
 - oGoverning the Chamber should be a team effort between the President and the Board of Directors



Policy vs. Operations

- oManaging personnel is the President's job; however, the relationship between the President and staff should be monitored.
- oThe Board handles issues that affect the whole organization while administration and staff handle issues that affect individuals.

Collective Responsibilities of the Board



Provide Guidance to the President

·Directors must plan an active supporting role for the President as opposed to daily orders. Provide direction that you want your President to take the Board with the necessary resources to get there. Board members must choose and evaluate the President and be explicit in the direction you want to go.



What Should You Expect From Your President

- oPlanning – Helping to devise its annual goals and objectives
- oOrganizing – Providing an internal structure to deliver basic services along with the positions to facilitate those services.
- oStaffing – To hire and fire staff members. As a Director, you judge your President by the performance of the entire organization, not of the staff who work there.
- oDirecting and Leading – The President should motivate, inspire, direct and communicate with staff. Board members are leaders of the entire organization, not of individual staff.
- oControlling – The President should measure and correct activities of staff members and control the spending of the budget.



Maintain a Proper Relation with Staff

·One of the more perplexing problems for a Board is its relationship with staff. The Board does not manage staff. The President does. The person hired, managed and evaluated by the Board is the President. The President may, at times, asked for input where a staff member is concerned.



Money

ols the Chamber equipped with a reasonable budget and capitalized to carry out the identified objectives.

Collective Responsibilities of the Board

As a director, you are an elected representative of the membership and their ideas. The Chamber's success depends upon your understanding and performance of your role as a director.



Ensure Adequate Financing of the Organization and Monitor Spending

oFinancial Policies – The Board is responsible for setting the mission, goals and a budget for the goals to be achieved. Directors set the vision along with the President who sees the daily picture.

oFinancial Outcomes – Boards must monitor spending and trust the President for accuracy and timeliness of financial records. It is the Board's responsibility, through its Treasurer or Accountant to verify and assess the financial health of the organization and evaluate the President based on those measures.

oAsk the Questions – Are we within budget for both revenue and expenses? What are our cash balances? What are our receivables?



Actively Support Your Organization and President

·Board Members should be the leading supporters of the Chamber – giving their time, influence and resources to help carry out the mission.

oAre you required to support your Board's position even if you disagree with it? – Board members must be leaders and promoters of the Chamber. In a Board or committee meeting, every member has the right to speak out for or against a given issue before it's voted on. Once the board votes on a specific direction, the board as a whole has made the decision and you should support it.



Make a Plan Outlining the Goals of the Board

·As a team; the Board should produce a strategic plan stating the goals and objectives for the organization for a given period. The plan should help the President address three areas:

oStaff manpower – Is the Chamber staffed with qualified individuals

oBoard manpower – Is the Board qualified as well with key skills? (CPA, Legal, etc.)

Who is Responsible for Personnel?

Area	Board	President
Hiring Staff	No Role	Approves all hiring
Staff Development and Assignments	No Role	Establishes workload
Firing of Staff	No Role	Makes final termination decision
Staff Grievances	No Role	Grievances stop at the CEO*
Personnel Policies	Adopts	Recommends, Administers
Staff Salaries	Allocates line item in budget	Approves salaries
Staff Evaluations	Evaluates only the President Approves all hiring	Evaluates all other staff

Organization may have a grievance clause in its procedures to keep the President accountable in the treatment of staff. This should be used carefully.

St. Cloud Greater Osceola County Chamber of Commerce

Commitment to Serve on the 2025-26 Board of Directors

I _____, realize the extent of the responsibility I am undertaking by agreeing to serve as a member of the Board of Directors of the St. Cloud Chamber of Commerce and I pledge to carry out in a responsible and diligent manner all duties and obligations that this office carries.

I understand that the function of the Board of Directors is to establish and review major policy and plans of the St. Cloud Chamber of Commerce.

I commit to work collaboratively with the Chairman, officers, fellow Board members, the President and the St. Cloud Chamber membership to put forth the mission of this organization.

I acknowledge that my participation is vital to the success of the Chamber. For this reason, I commit to establish as high priority my attendance at all meetings of the board. I understand that absence from three consecutive regular meetings of the Board without an excuse deemed valid shall be construed a resignation.

I pledge:

- To maintain my membership in the St. Cloud Chamber of Commerce.
- To be an active and productive member of the Board and contribute to the discussion of issues.
- To inform others about the benefits of membership in the organization and support recruitment efforts.
- To attend monthly meetings and make an effort to participate in other Chamber-related events.
- To stay informed about the organization's mission, services, policies, and programs and follow developments in the community, economy, government, etc. that may affect the organization.
- To serve on committees and offer to take on special assignments.
- To support organizational fundraising.
- To refrain from intruding in administrative issues that are the responsibility of management.
- To avoid conflicts of interest between my position as Board member and my personal and professional life. Should a conflict arise, I pledge to declare that conflict and refrain from voting on matters on which I have a conflict.
- To assist the board in carrying out its fiduciary responsibilities such as reviewing the organization's monthly and annual financial statements.
- To participate actively in the board's annual evaluation and planning efforts.

Should I find myself unable to carry out the duties and responsibilities listed above to the best of my abilities, I agree to resign my position as member of the Board of Directors of the St. Cloud Chamber of Commerce

Signed _____ Date _____