



**Texas Association of
Convention & Visitor Bureaus, Inc.**

Policies and Procedures Manual

Revised August 2018

TABLE OF CONTENTS

I.	MISSION & VISION STATEMENTS	4
I.1.	Mission Statement	4
I.2.	Vision Statement	
II.	DIRECT RESPONSIBILITIES OF THE BOARD OF DIRECTORS	4
II.1.	Direct Responsibilities of the Board of Directors	4
II.2.	Direct Responsibilities of the Chair	4
II.3.	Direct Responsibilities of the Chair Elect	5
II.4.	Direct Responsibilities of the Secretary/Treasurer	5
II.5.	Responsibility of the Immediate Past-Chair	5
III.	GENERAL RESPONSIBILITIES OF ALL BOARD MEMBERS	5
III.1.	Responsible to Membership	5
III.2.	Respect Members	5
III.3.	Belief and Function	5
III.4.	Official or Unofficial Spokesperson	6
III.5.	Abilities and Attitudes	6
IV.	NOMINEES FOR BOARD CONSIDERATION	6
IV.1.	Appointment of Chair to Nomination Committee	6
IV.2.	Board Members Qualification	6
IV.3.	Nominating Forms	6
IV.4.	Notification of Membership	6
IV.5.	Notice of Nomination	7
IV.6.	Nominees Requirement	7
IV.7.	Rotation	7
IV.8.	Board Representation Considerations	7
IV.9.	Maximum Length of Board of Directors' Terms	7
V.	ASSOCIATION	7
V.1.	TACVB Standing Committees	7
V.2.	Committee Rules	8
V.3.	Executive Committee	8
V.4.	Education Committee	8

V.5.	Communications Committee	8
V.6.	Policies/Procedures & By-laws Committee	9
V.7.	TxMET	9
V.8.	Resource	9
V.9.	Finance/Budget	10
V.10.	Annual Conference	10
V.11.	Membership	10
V.12.	Co-City Marketing Blitz	10
V.13.	Scholarship & Professional Grant	10
V.14.	Bid Committee	11
V.15.	Membership Investment	11
V.16.	Investment Billing	11
VI.	ADMINISTRATION	12
VI.1.	Responsibilities of the TACVB Chief Executive Officer	12
VI.2.	Office Operations	12
VI.3.	Fiscal Year	12
VI.4.	Financial Planning/Reporting	12
VI.5.	Board Reporting/Meeting Procedures	14
VI.6.	Publications	14
VI.7.	Annual Conference	14
VI.8.	Bidding Procedure and Requirements	14
VI.9.	Mid-Winter Conference	15
VI.10.	Cancellation Policy	15
VI.11.	Scholarships & Professional Grants	16
VI.12.	Industry Relations	16
	ADDENDUM I	17
	Price List for Service/Fees	17
	ADDENDUM II	19
	Legislative Policy	19
	ADDENDUM III	20
	Financial Reserves Policy	20

TEXAS ASSOCIATION OF CONVENTION & VISITOR BUREAUS

I. MISSION AND VISION STATEMENTS

- I.1. Mission Statement. To empower our members by providing premier destination organization education and resources.
- I.2. Vision Statement. We will be proactive and future-oriented in our thinking, decision making, and programming.

II. DIRECT RESPONSIBILITIES OF THE BOARD OF DIRECTORS

- II.1. Direct responsibilities of the Board of Directors
 - II.1.1. To attend all board meetings. Three unexcused board absences automatically drop's a board member from the board. Excused absences consist of: Act of God, family emergency, illness, and political restraints within city represented.
 - II.1.2. To obtain the permission of his/her governing structure to serve on the board.
 - II.1.3. To serve on committees as requested by Chair.
- II.2. Direct Responsibilities of the Chair:
 - II.2.1. To call and conduct all TACVB meetings.
 - II.2.2. To serve in an ex-officio capacity on all TACVB committees.
 - II.2.3. To appoint the committee chairs.
 - II.2.4. To serve on other industry related organizations as needed.
 - II.2.5. To serve as official TACVB spokesperson.
 - II.2.6. Appoint task forces as needed.
 - II.2.7. May appoint up to three Board Members for a one year term.
- II.3. Direct Responsibilities of the Chair Elect:
 - II.3.1. To be the general chair of the annual convention.
 - II.3.2. To serve as second-in-command, assuming all duties of the chair in his/her absence.
 - II.3.3. To serve on the nomination committee.
- II.4. Direct Responsibilities of the Treasurer:
 - II.4.1. To make recommendations on the annual operating budget.

- II.4.2. To review financial reports and submit those reports at board level and at annual meeting.
- II.4.3. To coordinate the annual audit with the TACVB Chief Executive Officer.
- II.4.4. To coordinate the filing of IRS reports with the TACVB Chief Executive Officer.
- II.4.5. To retain the title of: Chief Financial Officer.
- II.5. Direct Responsibilities of the Secretary:
 - II.5.1. To review minutes and submit those reports at board level and at annual meeting.
 - II.5.2. To be the chair of the mentor program.
 - II.5.3. To retain the title of: Corporate Secretary.
- II.6. Responsibility of the Immediate Past-Chair:
 - II.6.1. Chair of nominating committee.
 - II.6.2. To attend board meetings.

III. GENERAL RESPONSIBILITIES OF ALL BOARD OF DIRECTORS

- III.1. As a board member, you are responsible for considering the needs of the entire TACVB membership. You must work with the directors in developing policies and programs for the benefit of the TACVB members.
- III.2. You should respect the collective judgment of TACVB members and should recognize the unique decision-making and problem solving powers that are created when these people are mobilized for action.
- III.3. You should believe strongly in a cooperative effort in solving problems affecting the convention and tourism industry. The board is not expected to “do all the thinking” for TACVB. Rather its function is to see that:
 - III.3.1. Members actively participate in committees or action groups.
 - III.3.2. Committees are given responsibilities and challenges.
 - III.3.3. TACVB is actively funded.
 - III.3.4. TACVB accomplishes its objectives.
- III.4. As a board member, you may have to serve as the TACVB official or unofficial spokesperson. This requires that you use careful judgment and express views of the entire TACVB membership as opposed to your own.
- III.5. As a board member, you should:
 - III.5.1. Have a bias for action.
 - III.5.2. Know how to communicate ideas and concepts.

- III.5.3. Maintain objectivity at all times.
- III.5.4. Devote time and energy to all board activities.
- III.5.5. Know how to control situations.
- III.5.6. Have the respect of your associates.
- III.5.7. Be a team player.
- III.5.8. Take action - even on controversial issues. Have a good attitude.
- III.5.9. Prepare for all board meetings.
- III.5.10. Keep business discussed within board meetings confidential.
- III.5.11. Welcome new members personally and in a timely manner.

IV. NOMINEES FOR BOARD CONSIDERATION

- IV.1. The Immediate Past Chair of the TACVB Board of Directors will serve as chair of the nomination committee. The nomination committee must consist of at least five (5) members (including the nominating committee chairperson and the current chair-elect). The committee shall include at least one professional staff member. The nomination committee shall be selected at least sixty (60) days prior to the annual convention.
- IV.2. All nominations to the board must be members who serve as the chief executive officer of their respective bureau. There are three positions on the board which allows for a nomination from the ranks of professional staff members (board member which represents that particular segment). A bureau may have only one representative serving on the board at a time; a TACVB Chief Executive Officer and a professional staff representative from the same bureau may not serve during the same term.
- IV.3. Nominating forms are to be communicated to the membership by sixty (60) days prior to the Annual Business Meeting.
- IV.4. The nominating committee shall nominate candidates for each soon-to-be-vacant position and shall notify the membership of its choices no later than sixty (60) days before the annual convention. Thirty (30) days shall be allowed for nominations from the membership.
- IV.5. All members nominated as TACVB officers and board members must be given notice of their nomination prior to the annual convention. This is to be done by the nominating chair.
- IV.6. Nominees are required to have approval of their board and immediate supervisor. Nominees must make a financial commitment to cover travel, lodging, and the cost of their meals at all board meetings.
- IV.7. There is no automatic rotation to the position of chair-elect, treasurer or secretary.

- IV.8. Board Representation Considerations:
 - IV.8.1. Staff size.
 - IV.8.2. Facilities.
 - IV.8.3. Budget.
 - IV.8.4. Region.
 - IV.8.5. Marketing thrust - Convention v. Tourism.
 - IV.8.6. Affiliation.
 - IV.8.7. Experience level.
 - IV.8.8. TACVB involvement.
- IV.9. New officers and board members take office at the close of the business meeting in which they are elected.
- IV.10. Maximum Length of Board of Directors' Terms:
 - IV.10.1. Members at Large: two consecutive two-year terms.
 - IV.10.2. Professional staff representatives: three consecutive one-year terms.

V. ASSOCIATION

- V.1. The following are TACVB Standing Committees:
 - V.1.1. Executive Committee
 - V.1.2. Education
 - V.1.3. Communications
 - V.1.4. Policies & Procedures & By-laws
 - V.1.5. TxMET
 - V.1.6. Resource Library
 - V.1.7. Finance/Budget
 - V.1.8. Annual Convention
 - V.1.9. Membership
 - V.1.10. Scholarship and Professional Grant
 - V.1.11. Bid Committee
- V.2. General Committee Rules:
 - V.2.1. Committee work will be done at committee level - not at board level. The Board will not micro-manage the committees.
 - V.2.2. TACVB should utilize members in the working committees.

- V.2.3. Board established a Past Presidents Advisory Council. They have no vote but serve the board in whatever manner requested by incumbent officers and directors. A past president maintains membership on this council as long as they are employed in a TACVB dues paying CVB.
- V.2.4. All committees will have a Chair and Co-Chair.
- V.2.5. The TACVB Board Chair may designate a board member to serve as a liaison to the committees.
- V.2.6. Committee Chair will send copies of their committee correspondence to the TACVB office and to the TACVB Chair.
- V.2.7. Each Committee Chair must pass all pertinent information to the next committee chair.
- V.3. Executive Committee:
 - V.3.1. The TACVB chair is the chair of the executive committee. TACVB officers make up the remainder of the committee.
 - V.3.2. The purpose of the executive committee is to discuss all matters pertaining to the management and operation of TACVB that arise between meetings of the board of directors.
 - V.3.3. The Executive Committee can also act in the name of the Board of Directors on specific items when granted that authority by the Board of Directors.
- V.4. Education Committee:
 - V.4.1. TACVB Chair appoints the committee chair.
 - V.4.2. Responsibilities of this chair include: organizing his/her committee; choosing seminar topics for annual conference and other TACVB sponsored programming; suggesting speakers;
- V.5. Communication Committee:
 - V.5.1. TACVB chair appoints the committee chair.
 - V.5.2. Purpose of the committee is to promote better relations and an improved image of TACVB with members, allied travel organizations as well as government officials.
 - V.5.3. Chair is responsible for organizing his/her committee to build better relationship with the Texas Municipal League and provide editorial copy for the April edition of the TML magazine.
- V.6. Policies & Procedures & By-laws Committee:
 - V.6.1. TACVB Chair appoints the committee chair.
 - V.6.2. Chair is responsible for gathering input from the Board of Directors, organizing the material and producing the manual.

- V.6.3. Purpose of the committee is to work with the TACVB Chief Executive Officer and past board members to produce a working document that outlines the policies and procedures of the association.
- V.6.4. By-laws will be updated as directed by the board.
- V.6.5. Annual review is mandatory.
- V.7. TxMET Committee:
 - V.7.1. TACVB Chair appoints the committee chair.
 - V.7.2. Committee Chair is responsible for having a working knowledge of the TxMET information network; working with the TxMET committee and TACVB Staff to set standards for quality control of TxMET reports; facilitating the TxMET workshop at the annual convention; and updating the Board of Directors on TxMET matters.
 - V.7.3. A TxMET subscriber who has stated they will be terminating their subscription will be monitored to prevent inappropriate downloading of TxMET data.
 - V.7.4. A penalty/locked-out system is being established for TxMET non-reporters.
 - V.7.5. TxMET information is being cross-checked with convention calendars at the end of the year to reference cancellations.
 - V.7.6. TACVB pays TxMET charge up front to be reimbursed by subscribing cities. Name of database is TxMET.
 - V.7.7. TxMET will assess an annual user's fee to subscribers.
- V.8. Resource Committee:
 - V.8.1. TACVB Chair appoints committee chair.
 - V.8.2. Purpose of the committee is to increase the holdings of the online library, increase usage of the library, act as a speaker's bureau and serve as organized consulting teams.
 - V.8.3. Responsibilities of the chair include: organizing a committee; making suggestions on library additions; promoting usage of the library during Annual Meeting.
 - V.8.4. All materials submitted to the resource library will be shared with other member bureaus.
- V.9. Finance/Budget Committee:
 - V.9.1. Treasurer serves as committee chair.
 - V.9.2. Responsible for cross referencing and approving of all invoices over \$500.

- V.9.3. Meets with TACVB Chief Executive Officer and nominated Treasurer in May to begin a budget process for next fiscal year.
- V.10. Annual Conference Committee:
 - V.10.1. TACVB Chair-Elect serves as Committee Chair.
 - V.10.2. Purpose of committee is to assist the TACVB Chief Executive Officer in the planning and execution of the annual conference.
- V.11. Membership Committee:
 - V.11.1. Director of Membership Services serves as Committee Chairman. TACVB Chair appoints committee Co-Chair.
 - V.11.2. Purpose of the committee is to recruit new members, coordinate a buddy system and coordinate a bi-annual membership survey.
 - V.11.3. Responsibilities of this chair include: organize the committee members to solicit new members (assign potential new members by region); follow up with committee to make sure recruitment process is underway; update membership survey questions; assist TACVB Chief Executive Officer in the dissemination and retrieval of membership surveys.
- V.12. Scholarship and Professional Grant Committee:
 - V.12.1. TACVB Chair appoints the Committee Chair.
 - V.12.2. Purpose of the committee is to review all TACVB Professional Grant applications and Scholarship applications for annual conference and Symposiums on an annual basis and recommends scholarship awards to the TACVB Board of Directors.
 - V.12.2.1. Annually review Professional Grant application form and process.
 - V.12.2.2. Annually review the grading criteria for the Professional Grant application process.
 - V.12.2.3. Annually review the TACVB Scholarships and the Tom Trotter Scholarship application forms and process.
 - V.12.2.4. Annually review the grading criteria for the TACVB and Tom Trotter Scholarship applications.
 - V.12.2.5. Annually review any new scholarship funding or development requests.
 - V.12.2.6. Submit recommended professional grant fund and scholarship recipients to TACVB Board of Directors.
 - V.12.2.7. File all grading criteria instruments with the TACVB office.
 - V.12.2.8. Present the scholarship and grant recipients during the TACVB Annual Business Meeting.

- V.12.2.9. Any recommended changes should be submitted to the TACVB Board of Directors for approval.
- V.13. Bid Committee:
 - V.13.1. TACVB Chair appoints Committee Chair.
 - V.13.2. Purpose of the committee is to review all bid forms before they are distributed to the members in the year's bidding region and review and approve all submitted bids as acceptable.
 - V.13.3. This committee is in charge of the bid process for all TACVB programming.
- V.14. Membership
 - ~~V.14.1.~~ The TACVB Board of Directors will establish a membership dues structure accordingly as set forth by the By-laws. A copy of current dues structure will be attached to this document and will be changed/updated when changes in the dues structure occur. The full amount of the new member's membership dues will be owed to TACVB between October 1 and March 31 (the first six months of our fiscal year). Beginning April 1, the new member's membership dues will be prorated at 60% of the original amount.
 - V.14.2. Affiliate membership shall be available to any business or organization with a professional interest in tourism/travel industry with the exception of businesses/organizations whose sole purpose is to influence legislation. TACVB encourages its members to give preference to our affiliate members for services.
- V.15. Investment Billing:
 - V.15.1. Membership Investments will be billed on October 1.
 - V.15.2. TACVB will carry past due members until January 31 after the billing date of October 1.

VI. ADMINISTRATION

- VI.1.1. Direct Responsibilities of the TACVB Chief Executive Officer:
 - VI.1.2. To provide prompt responses to all member inquiries.
 - VI.1.3. To manage the TACVB office and its day-to-day operations.
 - VI.1.4. To organize and execute all member programs, i.e.: any conference.
 - VI.1.5. To produce and coordinate job postings, the newsletter and other member communications in a timely manner.
 - VI.1.6. To serve as a coordination point for all committee reports.

- VI.1.7.
- VI.1.8. Notify board members of new members so that they can make an effort to welcome them personally and in a timely manner.
- VI.2. Office Operations:
 - VI.2.1. The day-to-day operations of TACVB will be handled by the TACVB Chief Executive Officer without the need for approval by the board.
 - VI.2.2. TACVB will pay for the TACVB Chief Executive Officer to attend industry related meetings as necessary and as budget allows.
 - VI.2.3. TACVB Chief Executive Officer can sign checks for service amounts of \$500 or less.
 - VI.2.4. TACVB Chief Executive Officer can enter into agreements for services less than \$2,500. Services between \$2,500 and \$5,000 require approval by the Board Chair and Treasurer. Services over \$5,000 or covering multiple years require board approval.
 - VI.2.5. Hard data from membership will be maintained in the office (for one year). All files regarding by-laws and policies will become permanent files, financial and other files will be kept for seven (7) years.
 - VI.2.6. Interns may be utilized on an ongoing basis at a cost not to exceed the budgeted amount.
 - VI.2.7. Appropriate and necessary electronic technology will be obtained and maintained in the office
 - VI.2.8. Printing bids should be taken on newsletters and other large printing jobs.
 - VI.2.9. Officers & Directors Liability insurance will be purchased to cover the board.
 - VI.2.10. TACVB Chief Executive Officer will be bonded.
 - VI.2.11. TACVB Chief Executive Officer will produce monthly/quarterly activity reports for the board.
- VI.3. Fiscal Year: The fiscal year and the tax year for TACVB is October 1 to September 30
- VI.4. Financial Planning/Reporting:
 - VI.4.1. Monthly financial reports shall be submitted to the board listing the current financial status of the association.
 - VI.4.2. The salary paid to the full-time TACVB Chief Executive Officer will be established by the TACVB Board of Directors and shall reflect current market trends on commissions and benefits. This salary will be detailed in the offer letter given to the TACVB Chief Executive Officer upon offering the position.

- VI.4.3. .
- VI.4.4. No more than \$6,000 will be kept in a checking account. Surplus funds should be transferred to an interest bearing account approved by the Board of Directors.
- VI.4.5. Those not participating in the Annual Membership Survey must pay for a copy of the survey. (See Addendum I).
- VI.4.6. TACVB literature as specified in Addendum will be sold to non-TACVB members at rates stated in Addendum I
- VI.4.7. Membership Survey information will not be sold to non TACVB members. Membership directories will be provided free of charge to industry partners as approved by the Board. (See Addendum I)
- VI.4.8. Investment options to maximize interest returns on TACVB funds will be utilized.
- VI.4.9. Financial statements to the board will include an accounts receivable section.
- VI.4.10. Any write-off of accounts receivable must be approved in advance in writing by the Treasurer.
- VI.4.11. The Treasurer must approve all payments to the TACVB Chief Executive Officer, staff and/or contract employees regardless of the amount.
- VI.4.12. The association will make no loans to any person or entity at any time for any purpose.
- VI.4.13. As a general policy, TACVB will not purchase any goods or services from any Board member, TACVB Chief Executive Officer, or members of their families. However, a bid threshold of \$1,000 was established and TACVB will accept the lowest bid to benefit the association.
- VI.4.14. TACVB income will be deposited within 3 days of receipt.
- VI.4.15. The TACVB Board must authorize the use of the association's taxpayer identification number and any cash transactions under that I.D. number of which the association or its TACVB Chief Executive Officer controls must be accounted for in the records of the association.
- VI.4.16. TACVB funds in a specific account, shall be designated the official contingency fund for the association. Money from this account can be spent or moved into another account only by majority vote of the Board and not by sole approval of the Treasurer as is the case with other accounts. The amount of money kept in the contingency fund will be reviewed annually by the Board and must be in line with the Financial Reserves Policy (Addendum III).
- VI.4.17. The Tom Trotter Scholarship Fund is a restricted fund.
- VI.5. Board Reporting/Meeting Procedures:

- VI.5.1. Board meeting minutes will be prepared and circulated to the board within two weeks following the meeting. Minutes will be signed.
- VI.6. Publications:
 - VI.6.1. Sponsorship of the TACVB membership directory and newsletter will be secured.
- VI.7. Annual Conference:
 - VI.7.1. Involve as many members as possible in convention program.
 - VI.7.2. Dots or ribbons on name tags will denote a voting member at convention.
 - VI.7.3. First timers should be easily recognizable at the convention.
 - VI.7.4. Sponsors must go through TACVB offices to set up functions they wish to sponsor.
 - VI.7.5. There is a 30-day cancellation policy regarding attendance for the TACVB Annual Convention. No refunds after 30 days prior to convention.
 - VI.7.6. Official designates for CEO from a destination marketing organization must be submitted in writing to TACVB fifteen (15) days prior, to the opening session of the annual business meeting each year.
- VI.8. Bidding Procedure and Requirements:
 - VI.8.1. Bids are made two years prior.
 - VI.8.2. CVBs awarded the bid for the TACVB annual conferences are responsible for hosting the opening reception of the conference in their city.
 - VI.8.3. Bidding cities must be a registered delegate at the convention and a member in good standing. Bidding cities will be given acknowledgment letters and bidding appointments.
 - VI.8.4. The Annual Meeting site/location will be decided upon by a majority vote of the Board of Directors based on a recommendation by the bid committee.
 - VI.8.5. Each bidding member should solicit their hotels and submit all information (including hotel statistics) 30 days before the annual meeting.
- VI.9. Mid-Winter Conference (If held) and Symposiums
 - VI.9.1. Education seminars may be held in any Texas city meeting the TACVB criteria.
 - VI.9.2. The TACVB Bid Committee receives all proposals to host the Mid-Winter conference and/or Symposiums and recommends a location to the Board of Directors.

- VI.9.3. Bidding cities must have a registered delegate at the Mid-Winter conference.
- VI.9.4. TACVB may record some of the educational seminars.
- VI.10. Cancellation Policy
 - VI.10.1 A person cancelling registration for any TACVB-sponsored event (Annual Conference, seminars, etc.) shall be subject to the following refund policy:
 - Full Refund:** A full refund will be provided if the attendee cancels 6 weeks prior to the event start date.
 - 50% Refund:** A 50% refund will be provided if the attendee cancels between 6 weeks and 2 weeks prior to the event start date
 - 0% Refund:** No refund will be provided if the attendee cancels between 2 weeks and the start date of the event
 Specific dates will be assigned to correspond to the general weeks listed in the policy.
- VI.11. Scholarships and Professional Grants
 - VI.11.1. TACVB has a scholarship fund for TACVB educational seminars:
 - VI.11.1.1. Number offered
 - VI.11.1.1.1. Annual Convention (3 scholarships)
 - VI.11.1.1.2. Symposiums (1 scholarship for each)
 - VI.11.1.2. \$2,100 in scholarships should be provided for bureau professionals to cover registration fee and actual expenses up to \$600 (at least one of these is from the Tom Trotter funds) for annual and \$300 for each of the Symposiums (\$900 total).
 - VI.11.2. TACVB Board of Directors votes on who is awarded scholarships or professional grants. In order to qualify for a TACVB scholarship or professional grant, the following requirements must be met:
 - VI.11.2.1. Applicant must work for a convention & visitor bureau or chamber of commerce.
 - VI.11.2.2. Applicant must complete the application form and return with at least one letter of reference from a TACVB voting member (CEO/TACVB Chief Executive Officer level members), other than their own CEO. Completed forms can be mailed or faxed along with the letters(s) of recommendation. Non-members are eligible.
 - VI.11.3. The Tom Trotter Scholarship Fund will provide for 1 additional \$600 scholarship to annual conference on interest earned by the fund.
- VI.12. Industry Relations:

VI.12.1. TACVB will work to establish a positive working relationship with all Texas tourism-related associations.

ADDENDUM I

Price list for Dues/Fees/for TACVB:

TXMET fees payable to TACVB are \$750 per bureau.

The following Investment Schedule is based on the annual operating budgets of members

Investment Schedule

Category	Annual Operating Budget	Investment	Includes
I	Under \$50,000	\$250	All staff
II	\$50,000 to \$199,999	\$375	All staff
III	\$200,000 to \$349,999	\$625	All staff
IV	\$350,000 to \$499,999	\$750	All staff
V	\$500,000 to \$999,999	\$875	All staff
VI	\$1M to \$4,999,999	\$1,075	All staff
VII	\$5M and above	\$1,250	All staff

Investment Schedule – Non-Texas Members

Category	Budget	Membership Fee
1	\$0 - \$49,999	\$200
2	\$50,000 - \$199,000	\$325
3	\$200,000 - \$349,000	\$575
4	\$350,000 - \$499,000	\$700
5	\$500,000 - \$999,999	\$825
6	\$1,000,000 - \$4,999,999	\$1,025
7	\$5,000,000 – up	\$1,200

Those **members** not participating in the Annual Membership Survey must pay \$350 for a copy of the survey.

Directories or labels will be sold for \$500 each to non-members.

Schedule – Affiliate Members

# Employees	Membership Fee
1-5	\$325.00
6-20	\$425.00
21+	\$525.00

Amended: IV.1, IV.3, VI.10.1.2, VI.10.2.1 - January 15, 2007

Amended: II, III, IV, V, VI, Addendum I – February 26, 2007

Amended: II, V, VI, - August 9, 2007

Amended: IV, V, -May 5, 2010

Amended: (List article #) – April 17, 2012

Amended: II.A; II. Aa.; III.A, Drop E.; Article V. A. – August 2013

Amended: III.D; V.G; V.H; V.I; V.J; VII. B – September 18, 2016

ADDENDUM II

TEXAS ASSOCIATION OF CONVENTION & VISITOR BUREAUS LEGISLATIVE POLICY Adopted April 21, 2016

The Texas Association of Convention & Visitor Bureaus (TACVB) will partner with other statewide tourism organizations such as the Texas Travel Industry Association (TTIA) and the Texas Hotel and Lodging Association (THLA) to support a mutually agreed upon legislative platform affecting the Texas tourism industry and DMOs specifically. TACVB will not participate in lobbying the Texas Legislature or its members. TACVB will participate in an advocacy role only.

TACVB will lend its name, logo, and signature of the Chief Executive Officer and/or Board of Directors Chair to documents supporting the following issues:

1. Preserve full funding for Texas Tourism
2. Maintain the school start date law (4th Monday in August)
3. Preserve the Events Trust Fund
4. Prevent unfair taxes, redirection of dedicated funds and unreasonable regulations on the Texas travel industry
5. Support reasonable transportation infrastructure policies that impact the Texas travel industry
6. Support reasonable public policies for water and drought issues that impact the Texas travel industry
7. Preserve State funding for programs that benefit travel and tourism at the Texas Parks & Wildlife Department, Texas Historical Commission, Texas Department of Transportation, and Texas Commission on the Arts
8. Workforce issues

Requests for participation from TTIA and THLA that meet the above criteria can be acted on at the Chief Executive Officer's discretion, and without approval from the Board of Directors on each individual action. Any other requests not listed above will require a vote from the TACVB Board of Directors.

Budget Reserve Policy for TACVB Adopted 8-14-18

Statement of Purpose:

Texas Association of Convention and Visitor Bureaus (TACVB) Board of Directors has designated an Operating Reserve Fund to ensure the long-term financial stability of the association as well as position the association to respond to varying economic conditions and continuously carry out its mission. The association will maintain an Operating Reserve Fund to achieve the following objectives:

- 1) To maintain operating cash in the general fund to smooth short-term imbalances between revenues and expenditures that might jeopardize ongoing operations;
- 2) To enable the organization to sustain core activities in the event of economic downturn;
- 3) Accumulate reserves to enable TACVB to respond to short-term and long-term needs and opportunities consistent with our associations priorities; and
- 4) To ensure availability of funds to meet long term obligations. The funds established for these purposes are

Operating Reserve Fund Balance

It is the goal of TACVB to establish and maintain an Operating Reserve Fund balance in the amount of 50% of the TACVB annual non-pass-through budget.

Funding of the reserve

TACVB is growing, with average monthly expenses of \$15,000. Membership and sponsorship deposits fluctuate against projections and appropriation schedules and are seasonal in nature. Reserves are required for cash flow in addition to contingency. Reserves will be held in an interest-bearing account, and should never equal less than 50% of normal operation expenses for the organization, adjusted annually. This would not include line items that are pass-through in nature.

Financial reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. TACVB intends for the operating reserves to be used and replenished within a reasonable period of time to be set by the TACVB Financial Committee and the Board of Directors. This Financial Reserves Policy will be implemented in conjunction with the other financial policies of the association and is intended to support the goals and strategies contained in those related policies and in strategic and operational plans.

During the annual budgeting process, the association will assess the need for investment of reserve funds or for budgeting additional resources to maintain the reserve fund at the stated reserve range.

The association will build the reserve account by a contribution of no less than 1% of the gross revenue annually.

Calculations of Reserve Level

The association shall apply the fund balance range to the current year's operating budget as adjusted for items that are deemed to be expenses that simply pass through the organization and are generally eliminated in the year-end audit. Specific items that shall be eliminated are:

- 1) Pass-through Funding – items collected on behalf of an event, client or other entity in which the majority of funds are paid out to another organization – specific examples are Team Texas and Scholarship/Silent Auction and any other pass-through fund as designated by the Board of Directors.
- 2) Budgeted amounts to reserves (net income)

Reserve Use of Funds Policy

Prior to accessing the Reserve Fund, the CEO and the Finance Committee shall present a plan to utilize the reserves consistent with the objectives outlined in the Policy and Procedures and the overall goals of the Association. The Association's Board of Directors shall have final approval for any and all funds coming out of the TACVB Reserve Fund, unless the situation requires immediate action and the Board is unable to achieve quorum within the required timeframe, in which case the Executive Committee will act on behalf of the board on this issue.

Before a request to use the reserve funds is made the CEO and the Finance Committee must exhaust the availability of any other sources of funds, evaluation of available cost-reduction measures, and a plan must be put in place on how the funds are to be replenished.

The association's goal is to replenish the funds used within the next fiscal year, as able and determined by board leadership to restore the operating reserve fund to the target minimum amount. If the use of operating reserves will take longer than 60 months to replenish, sufficient rationale must exist (e.g. projected long-term economic downturn) and a plan proposed.

Governance Policy

The Finance Committee and the TACVB Board of Directors will review the designated reserve balances on an annual basis after the annual audit is complete and provide recommendations for adjustments to the designated fund balance. The Association's

Finance Committee will review the Reserves Policy and submit any updates or changes to the Board of Directors for review.