



FY 2026 Q2 – Finance Committee Report

EXECUTIVE SUMMARY

Since the leadership transition on **October 14, 2025**, the Roswell Hispano Chamber of Commerce (RHCC) has focused on reviewing the organization's policies and procedures and reassessing its mission and operating model. During this period, RHCC evaluated outcomes and reviewed how chambers and economic-development organizations are operating successfully in comparable communities.

That **assessment made clear** that a traditional, event-driven and networking-focused approach does not produce sustained membership growth, revenue stability, or, most importantly, measurable business impact. As a result, the RHCC Board of Directors initiated a strategic pivot and began implementing key structural changes that align with national best practices.

This reset redefines RHCC's mission—shifting from activity and event-driven engagement to a **hands-on small-business-support model delivered through the Business Growth & Operations System (BGOS)**. BGOS is RHCC's structured framework for helping businesses identify, install, and apply the core operating systems required to grow and operate effectively, delivered in coordination with the **Small Business Development Center (SBDC) at ENMU-R**.

Through BGOS, RHCC works with members to identify gaps in sales, operations, finance, compliance, and customer acquisition, and to implement practical business systems and applied concepts—including tools such as the incorporation of AI—designed to support revenue growth, strengthen client acquisition, and improve operational efficiency.

BGOS delivery will happen through **small, focused, and frequent Lunch & Learn workshops**, emphasizing system installation and application over theory, and ensuring that participating businesses leave with systems, tools and frameworks they can put into use immediately.

CURRENT OPERATING POSTURE

At this stage, RHCC is focused on strengthening its **organizational infrastructure**. This includes establishing and memorializing clear operating definitions, decision-making authority, financial controls, reporting standards, and program boundaries. Reinforcing these foundational systems ensures consistency, accountability, and clarity across all activities.

RHCC is currently **operating within existing resources, is not expanding operational commitments, and is not seeking additional public funding**. The emphasis during this phase is on system stabilization, reporting clarity, and demonstrating value through disciplined execution rather than increased activity or event volume. This posture positions RHCC for responsible, sustainable growth as future opportunities arise.



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GOVERNANCE, CONTROLS, AND RISK MANAGEMENT

As part of this reset, RHCC has addressed legacy membership and vendor classification issues, implemented clearer internal reporting standards, and **initiated the implementation of a customer relationship management (CRM) system** to support accurate financial tracking and consistent reporting going forward.

Given the scope of changes underway, RHCC is intentionally limiting operational scope during the reset phase to ensure that activities remain aligned with current organizational capacity, internal controls, and reporting requirements.

These actions are intended to strengthen governance and internal controls, reduce operational and financial risk, and ensure the appropriate and responsible use of public resources as RHCC transitions to a more sustainable and accountable operating model.

BUSINESS-SUPPORT MODEL

RHCC is transitioning from a traditional chamber model to a **business-support organization** focused on practical, systems-based engagement with local businesses. This model emphasizes:

- hands-on application rather than event volume,
- accountability and follow-through,
- coordination with established expert partners, and
- clear boundaries around scope, capacity, and risk.

The primary mechanism supporting this transition is the **Business Growth & Operations System (BGOS)**. BGOS is RHCC's structured framework for helping small businesses identify, install, and apply core operating systems related to sales, operations, finance, compliance, and customer acquisition.

BGOS is delivered **in coordination with the Small Business Development Center (SBDC)**, which provides subject-matter instruction and technical expertise. RHCC's role is to convene, structure, and sequence engagement so participating businesses gain clarity on what systems are needed and how to apply them effectively.

BGOS is intentionally designed as a **small-scale, applied engagement model**, delivered through focused Lunch & Learn sessions that emphasize system installation and practical use rather than lecture-based programming.

Separately, RHCC is **evaluating** the potential development of a future procurement-readiness referral pilot. If pursued, this effort would be distinct from BGOS, rely on procurement professionals from appropriate institutions for instruction and guidance, and be structured to align with RHCC's capacity, governance, and risk-management framework. No commitment has been made, and any such initiative would be reviewed independently.



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TOURISM AND EVENTS

- RHCC is evaluating options for future involvement in Cinco de Mayo, including partnership models or a limited, business-focused observance. No final decision has been made. Any involvement will align with RHCC's reset toward business support rather than ownership of large-scale public events.
 - RHCC also participated in a 1½-hour meeting with the New Mexico Department of Tourism regarding PiñataFest branding, website development, and tourism marketing best practices. These discussions were exploratory and are understood to represent longer-term initiatives to be pursued after completion of the organizational reset.
 - During the quarter, RHCC conducted exploratory outreach to leadership of the **Roswell Air Races** to strengthen community coordination related to **PiñataFest–Roswell**. This outreach was conducted in the context of PiñataFest operating under the **New Mexico True brand** and the New Mexico Department of Tourism's funding of a dedicated PiñataFest–Roswell website. No financial commitments or contractual obligations resulted from this outreach. The activity was exploratory in nature and consistent with RHCC's mission, governance framework, and current operating posture.
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MEMBER AND COMMUNITY ENGAGEMENT

- October 9, 2025: RHCC co-hosted a mill levy information session with ENMU–Roswell, attended by **approximately 75 members and prospective members**, supporting community awareness and information-sharing.
 - December 4, 2025: RHCC conducted a **member listening session** that identified strong interest in tourism-related initiatives and strategies focused on visitor retention.
 - December 15, 2025: A session within the **Business Mastery lecture series** did not meet participation expectations, reinforcing the organization's decision to move away from lecture-based programming in favor of more applied, systems-focused engagement.
 - January 2026: RHCC is **scheduling a follow-up meeting with participants from the December 4 listening session** to further assess tourism-related and other priorities. This discussion will be conducted in the context of the restructuring of the RHCC website and the development of a separate PiñataFest–Roswell website, which will be funded by the New Mexico Department of Tourism under the New Mexico True brand.
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MEASURING SUCCESS AND NEAR-TERM PRIORITIES

Over the next two quarters, success will be evaluated based on:

- completion of core operating infrastructure completion
- improved reporting clarity and transparency
- member engagement in BGOS
- demonstrated progress by participating businesses
- adherence to defined scope, capacity, and governance controls

Over the next six months, RHCC's priorities are limited to:

- completing the organizational reset
- piloting BGOS at small scale
- finalizing the RHCC website restructure
- installation and implementation of CRM
- evaluating appropriate Cinco de Mayo partnerships and collaboration
- maintaining fiscal discipline by avoiding expansion beyond demonstrated capacity

CLOSING – FISCAL RESPONSIBILITY & STEWARDSHIP

RHCC recognizes its responsibility to manage public resources with care, transparency, and accountability. The actions taken during this reset reflect a deliberate focus on strengthening internal controls, aligning activity with demonstrated capacity, and ensuring that any future growth is supported by clear systems and measurable outcomes. By prioritizing organizational infrastructure and disciplined execution within existing resources, RHCC is positioning itself to responsibly steward public funds and to deliver sustainable value to the business community and the City of Roswell over the long term.