

AEI INSTITUTE

MARCH 17-20, 2023 | SEATTLE, WA



#NARAEI2023



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**NATIONAL
ASSOCIATION OF
REALTORS®**

Effective Board Orientation

DEEP DIVE



Bob Harris, CAE

What about Bob



- Florida
- CAE – ASAE

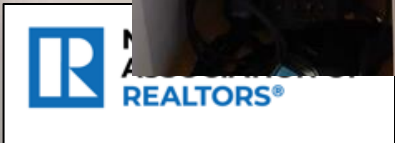
- US Chamber



- Ukraine, Belarus, Lebanon.
Cambodia, Myanmar, Abu Dhabi,
Azerbaijan, etc.



- www.nonprofitcenter.com
- bob@rchcae.com



Azerbaijan Associations June 2022



Nonprofits in the USA

- 1.7 million nonprofit boards.
- USA – 155,000 associations
 - + Mission
 - + Board of Directors
 - + Board Meetings

Pop Quiz

Governing Concepts.

Directors – How well do you know our organization?

Good Governance Concepts

Check your understanding of board service.

Did George Washington say, "Winning is easy, governing is hard?" Check your knowledge of volunteer service.

(Circle the best answers).

- 1. Protection of the board and directors** is afforded through:
 - a. Indemnification
 - b. Volunteer Immunity¹
 - c. D & O Insurance
 - d. Corporate Veil
- 2. The best model to describe the board and staff relationship** is:
 - a. Staff is Directed by the Board
 - b. Directors Attend to the Details of Administration
 - c. The Board Governs and the Staff Manage
- 3. The organization gets its authority** from:
 - a. IRS, Dept. of Treasury
 - b. State Div. of Corporations
 - c. FTC, Dept. Justice
 - d. Members' Affirmation
- 4. The governing documents** include:
 - a. Bylaws
 - b. Prescription by the Membership
 - c. Policies or Policy Manual
 - d. Articles of Incorporation
 - e. Mission Statement
- 5. In most states, the organization's public records** include:
 - a. IRS Form 990
 - b. Sale Tax Return
 - c. Roster of Members Paying Dues
 - d. Minutes for Current Year (only)
- 6. Fiduciary duties** include:
 - a. Duty of Curiosity
 - b. Duty of Care
 - c. Duty of Loyalty
 - d. Duty of Obedience
- 7. The board's roles in financial** include:
 - a. Approval of a Budget
 - b. Acceptance of Financial Statements
 - c. Review of IRS Form 990
 - d. Periodic Audit Project
 - e. Counting Pennies
- 8. Brand strength and organizational distinction** is a combination of:
 - a. Photos of the Office
 - b. Mission Statement
 - c. Vision Statement
 - d. Values/Guiding Principles
- 9. Board orientation should** include:
 - a. A Self-Study Course
 - b. Required Annually
 - c. Only IF New Directors Installed
 - d. Why Bother?



¹ The federal Volunteer Protection Act of 1997, and states, limit a volunteer's risk of tort liability when acting for nonprofit organizations or government entities.

Board Governance Quiz 11-22.docx
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Serving on a Board?

How well do you know the organization?

- 1. About the MISSION STATEMENT:**
 - a) I can communicate it from memory.
 - b) I've seen it before.
 - c) That's something the staff knows.
- 2. About the MEMBERSHIP:**
 - a) Approximately how many members do we serve? _____
 - b) What is our market share of members compared to potential? _____
 - c) What percentage would be a satisfactory retention rate? 70%
- 3. About the BUDGET:**
 - a) What is the size of the annual income? _____
 - b) How much do we maintain in reserves? Liquid? \$ _____ Real Estate? _____
- 4. About the REVENUE:**
 - a) What are the top three revenue generators in the budget?
 - b) What percentage of the revenue is generated by member dues? _____
- 5. About the STRATEGIC PLAN:**
 - a) How many goals (pillars or core competencies) are in the plan? _____
 - b) For what purposes do we use the strategic plan?
 Guide the Board Guide the Committees Empower the Staff
 Promote Value to Members Distinguish Ourselves from Others
- 6. About the GOVERNING DOCUMENTS:**
 - a) Which documents are important to read and understand?
 Bylaws Policies Articles of Inc. Mission Budget Other _____
- 7. About the PUBLIC RECORDS:**
 - a) Which documents are considered public records?
 Board Packet Meeting Minutes Budget IRS Forms



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How well do you know the organization 11-22.docx



WHY Board Orientation?

- Governance Concepts – NOT Management
– “Stay in Your Lane”
- Concept of Voluntary Immunity
- Serving as a Trustee and Fiduciary
- Awareness of Risks

FAQs

- ENTIRE Board
- Annual
- Committees?
- AE Presentation?
 - President Orientation?
 - Insurance, Legal, Accounting Counsel
 - NAR Aes

Orientation Topics

- a) Responsibilities of Board
- b) Governing Documents
- c) Protections for the Board
- d) Committee Relationship
- e) Strategic Roadmap
- f) Risk Aware and Avoidance

20-Page Board Workbook

BOARD ORIENTATION WORKBOOK



ROLES, RELATIONSHIPS & ROADMAP



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SCAN ME



BOARD RESPONSIBILITIES

Serving on the Board of Directors is a rewarding and important responsibility. This guide informs leaders of the unique aspects associated with governing a volunteer, membership organization.

*"The board governs ...
... the staff manages."*

- Governance:** Volunteer leaders are responsible for the direction of the organization. The board governs, develops policy and sets a course... The mission statement should frame all discussions -- avoid micro-management. Four board functions:
- Governance
 - Policy & Position Development
 - Visionary - Future Focus
 - Fiduciary

Management: Staff and consultants are responsible for administration of the organization. Staff partner with the board to advance goals and strategies, while taking care of the daily administrative needs unique to nonprofit organizations.

Unique Terminology

Not-for-Profit refers to the legal corporate status of the organization. (It does not imply an exemption from paying or collecting *sales taxes*.) **Nonprofit** is the casual reference to Not-for-Profit.

Exempt Organization is a reference to the IRS designation exempting the organization from paying most federal income tax (with exception of **UBIT - Unrelated Business Income Tax**.)

IRS 501(c)(3) designation most often is referring to organizations with a religious, charitable, scientific or educational purpose.

IRS 501(c)(6) designation refers to trade associations, business leagues and professional societies.

Board Responsibilities

1. Determine and advance the organization's mission and purposes.
2. Select the chief paid executive (*not staff*) as well as CPA and attorney.
3. Support the chief executive and assess performance in the organization (i.e. budget, goal achievements, etc.)
4. Conduct organizational planning.
5. Ensure adequate resources (funds, time, volunteers, staff, etc.)
6. Resource and financial oversight.
7. Determine, monitor and enhance programs and services.
8. Promote the organization.
9. Ensure legal and ethical integrity and maintain accountability.
10. Recruit and orient new board members, and assess board performance.

(Adapted from *Ten Responsibilities of Nonprofit Boards* www.BoardSource.org)

Good Governance

In response to corporate scandals, there is scrutiny on all boards of directors. Since 2008 the IRS started inquiring about the policies of exempt organizations. Boards are expected to maintain their accountability, independence and transparency while governing. Policy questions in IRS Form 990 include:

- Audit and Audit Committee
- Whistleblower
- Compensation
- Document Destruction
- Conflict of Interest
- Public Records
- Minutes

Insurance and Volunteer Immunity

State and federal governments afford certain protection to volunteer leaders. While the volunteer may have some protection, the organization is still open for legal suits. Insurance coverages add further protection for volunteers and organization.

Directors and Officers (D&O) Liability may cover legal defense for employment, copyright, and antitrust claims, for instance.

General Liability insurance covers property damages and injuries relating to the organization.

Fidelity Bond covers losses resulting from fraudulent or dishonest acts committed by an employee.

Meeting Cancellation covers the loss of revenue due to a cancellation, curtailment, postponement because of weather, strikes, etc.

Legal Principles

Duty of Care requires leaders to use reasonable care and good judgement in making their decisions on behalf of the interests of the organization; and,

Duty of Loyalty requires leaders to be faithful to the organization, avoiding conflicts of interest; and,

Duty of Obedience requires leaders to comply with governing documents (i.e. bylaws, articles of incorporation, policies, etc.)

Board Tools

Documents available to leaders, often in a **Leadership Manual** or board portal.

- Statement of Purpose (Mission)
- Articles of Incorporation
- Bylaws
- Policy Manual
- Strategic Plan
- Financial Statement - Budget
- Meeting Minutes
- Organizational Charts
- IRS Forms
- Frequently Asked Questions

Get all information with **confidentiality**.

#1 He ... "You won't have to do anything when you get on the board!"

مسؤوليات مجلس الإدارة

تعتبر المتطوعة في مجلس الإدارة مسؤولية مثيرة ومهمة. يقدم هذا الدليل لتفقد المعلومات اللازمة حول الواجبات المتعددة المرتبطة بحكماء منظمة طوعية مستقلة على المتطوعة.

1	مسؤوليات حيا المتطوعين الشخصية: يشمل ذلك التمتع من مسؤولية لرفع الدشارة المتطوعين معكم، وتأمين المعلومات، ومهام أخرى. يجب أن يشار في الرسالة معكم المتطوعين. يجب أن يشار في الرسالة معكم المتطوعين. يجب أن يشار في الرسالة معكم المتطوعين.	مسؤوليات حيا المتطوعين الشخصية: يشمل ذلك التمتع من مسؤولية لرفع الدشارة المتطوعين معكم، وتأمين المعلومات، ومهام أخرى. يجب أن يشار في الرسالة معكم المتطوعين. يجب أن يشار في الرسالة معكم المتطوعين.	المسؤوليات العامة: يشمل ذلك التمتع من مسؤولية لرفع الدشارة المتطوعين معكم، وتأمين المعلومات، ومهام أخرى. يجب أن يشار في الرسالة معكم المتطوعين. يجب أن يشار في الرسالة معكم المتطوعين.
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ОБЯЗАННОСТИ ЧЛЕНОВ ПРАВЛЕНИЯ

Работа в Правлении – это не только права, но и обязанности. Это означает для вас предоставление руководству организации возможности эффективно управлять делами организации.

Правило независимости
Члены Правления должны быть независимыми от организации. Это означает, что они не должны иметь никаких деловых или личных связей с организацией, которые могут повлиять на их способность объективно оценивать ситуацию и принимать решения в интересах организации.

Правило конфиденциальности
Члены Правления должны сохранять в тайне все информацию, которую они получают в ходе своей работы в Правлении. Это включает в себя все финансовые, операционные и стратегические данные организации, а также все обсуждения и решения, которые принимаются Правлением.

Правило добросовестности
Члены Правления должны действовать добросовестно и в интересах организации. Это означает, что они должны избегать любых конфликтов интересов и принимать решения на основе объективной оценки ситуации.

Правило участия
Члены Правления должны активно участвовать в работе организации. Это включает в себя регулярное посещение заседаний Правления, участие в разработке стратегии и принятии решений, а также активное взаимодействие с другими членами организации.

Правило лояльности
Члены Правления должны быть лояльны к организации. Это означает, что они должны избегать любых действий, которые могут нанести ущерб репутации или интересам организации. Кроме того, они должны избегать любых действий, которые могут вызвать конфликт интересов.

Правило соблюдения
Члены Правления должны соблюдать все законы, правила и процедуры, которые применяются к организации. Это включает в себя соблюдение всех требований законодательства, а также всех внутренних правил и процедур организации.

Правило прозрачности
Члены Правления должны обеспечивать прозрачность своей работы. Это означает, что они должны регулярно предоставлять отчеты о своей деятельности и принимать участие в разработке и реализации стратегии организации.



Protections of the Board

1. D & O – E & O
2. Volunteer Immunity
3. Incorporated
4. Indemnification

Read to Lead



POLICIES AND PROCEDURES MANUAL
Effective January 1, 2020
(amended as of September 15, 2020)

SANTA CLARA COUNTY ASSOCIATION OF REALTORS®
2021 LEADERSHIP GUIDE



SANTA CLARA COUNTY
Association of REALTORS®
ESTABLISHED 1919

 NATIONAL
ASSOCIATION OF
REALTORS®



Mission

(Purpose for existence)



Articles of Incorporation

(Relationship to state gov't.)



Bylaws

(Relationship to members)



Policies

(interpretation of the governing documents)



Strategic Plan

(roadmap for the organization)



Annual Budget

(financial position)

SCAN ME



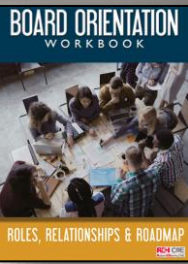

Robert CHarris, CAE

SCAN ME



Commitment Form

1. Read and uphold the governing documents.
2. Work to advance the mission; serve the members.
3. Respect confidentiality of discussions and documents.
4. Disclose conflicts of interest.
5. Avoid antitrust violations.
6. Support decisions of the board.



Volunteer Commitment to Serve



SCAN ME

Consent to Serve (Board or Committee Commitment)

I have been nominated, asked, or expressed an interest in serving in a board or committee role in the organization. Should I be elected or appointed, I will serve responsibly and prudently, and I consent to the following:

RESPONSIBILITIES

I understand the roles and responsibility of this position and have thoroughly reviewed the position description and have asked or will ask any questions I have regarding the post.

ORIENTATION

I understand that I will be provided with orientation materials which includes general information about the organization, nonprofit service, current policies, background on the organization, current activities, and other information relevant to my duties and I commit to reading this information prior to my first meeting.

ACCOUNTABILITY

I understand that I may or will have legal, fiscal, and ethical responsibility for the well-being of the organization. As such, I accept it as my responsibility to:

- Be familiar with and protect organizational resources, funds, and intellectual property.

conducting myself with integrity and excellence.

- Understand the applicable policies and programs and oversee or support the implementation.
- Be responsible for making decisions on organizational issues and matters, by being an active participant at meetings.
- Respect the organization's values and recognize the use of official channels of communication.
- Stay current on the products of the organization and the environment in which it operates.
- Excuse myself from discussions, decisions, and votes where I may have a conflict of interest.
- Adhere to state and federal laws, as well as the organization's governing documents.

ATTENDANCE

I understand attendance at meetings in person or by technology, is considered mandatory, recognizing that occasional absences may

excused. I will do everything possible to be present at duly called meetings. I understand absence as defined in the bylaws or policies may be cause for dismissal.

COOPERATION

I understand that I will work in good faith with my fellow volunteers and professional staff in a constructive, collegial manner toward the achievement of the organization's goals.

PREPARATION

I understand effective meetings and tasks require that I prepare by reading and asking questions.

THEREFORE.

As a volunteer, I understand that the organization has a responsibility to me in the following ways:

1. I will be provided with information updates about policies, resources, and finances at meetings.
2. Opportunities will be provided for me to discuss with officers and/or staff the organization's programs, goals, activities, and status.
3. I can expect transparency and responsiveness so that I can fulfill my fiscal, legal, and ethical responsibilities to the organization.
4. I will work as a team in good faith towards achievement of our goals.
5. If the organization does not fulfill its commitments to me, I may call upon chief elected officer or executive director to discuss the organization's responsibilities.
6. My liabilities may be reduced through insurance, incorporation, volunteer immunity, and/or indemnification so long as I am prudent and follow governing and legal parameters.

Consent to Serve - Sample

FIDUCIARY

I understand that I have fiduciary duties, including the principles of organizational loyalty, care, and obedience.

DISMISSAL

I understand that if I fail to fulfill these commitments to the organization, the chief elected officer, chief staff officer, or the executive committee may call upon me to discuss my responsibilities. Should there be a time where I am no longer able to fulfill my obligations to the organization, it will be my responsibility to resign my position.

Print Name

Signature

Date

Tool Kit

Policy Management

Policies serve many purposes in an association. They represent the wisdom of the board of directors in interpreting the governing documents and identifying the best methods to advance and protect the organization.

Contents

The Purpose of Policies	3
Definitions	3
Policies are NOT Procedures.....	4
Precautions	4
Policy Development.....	5
IRS Policies.....	6
Errors in Policy Adoption.....	7
Creating a Policy Manual	8
From Minutes	8
From Bylaws	8
Policy Management.....	8
Common Policies	9
Policy Samples.....	10
Antitrust Avoidance	10
CEO Performance Evaluation.....	10

SCAN ME



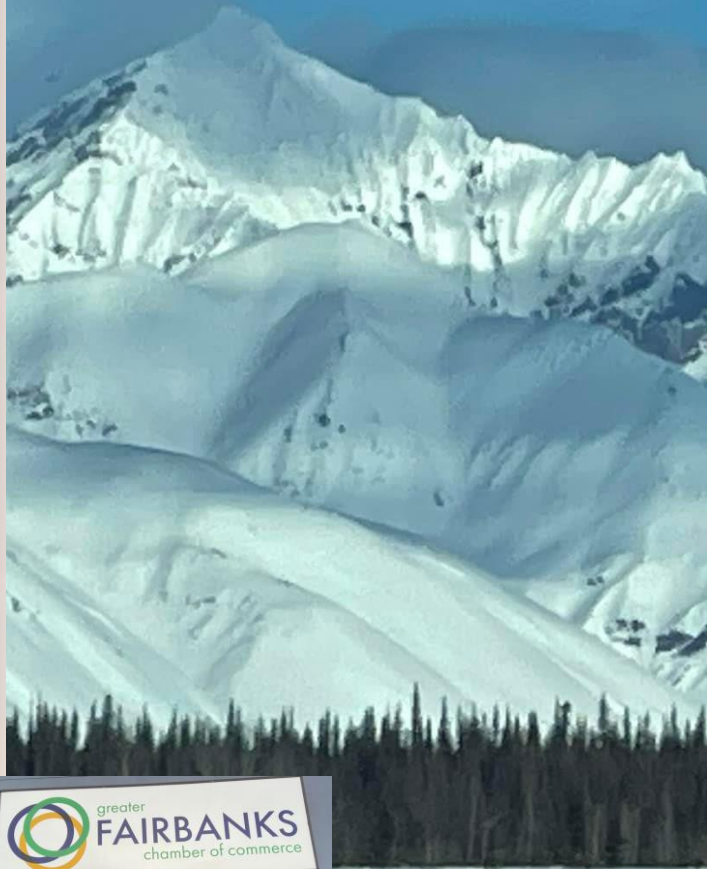
Board Altimeter

ALTIMETER OF GOVERNANCE

50,000'
Board
of Directors

25,000'
Committees

10,000'
Management



greater
FAIRBANKS
chamber of commerce



We are in the Weeds!



Govern More - Manage Less!

مجلس الإدارة يجب ان يحكم
اكثر و يدير اقل

Govern More - Manage Less!

Руководи больше,
управляй меньше!

Daha çox rəhbərlik et, daha az idarə et!

ŞURA RƏHBƏRLİK EDİR,
HEYƏT İDARƏ EDİR

 NATIONAL
ASSOCIATION OF
REALTORS®

Govern More - Manage Less!

**BOARD GOVERNS
STAFF MANAGES**

Bob Harris, CAE
www.nonprofitcenter.com
355 Beard Street
Tallahassee, FL 32303 USA

 **ROH CAE**
Robert Harris, CAE

Board Authority

NAR



- + DEI
- + Attainable Housing

State Division of Corporations

- NAR
- State
- Federal



DIVISION of
CORPORATIONS
an official State of Florida website

[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search By Entity Name](#) /

[Next List](#) florida keys b
Se

Entity Name List

Corporate Name	Document Number	Status
FLORIDA KEYS BOARD OF REALTORS, INC.	709124	Active
FLORIDA KEYS BOARD OF REALTORS CHARITABLE TRUST, INC.	N15000004705	Active

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
 ▶ Do not enter social security numbers on this form as it may be made public.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information.

2019
Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 01-01-2019, and ending 12-31-2019

- B** Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization
 Florida Keys Board of Realtors Inc

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
 97670 Overseas Highway

City or town, state or province, country, and ZIP or foreign postal code
 Key Largo, FL 33037

D Employer identification number
 59-1140288

E Telephone number
 (305) 852-9294

G Gross receipts \$ 144,860

F Name and address of principal officer:
 Lynda Anthony
 92410 Ocerseas Highway 3
 Tavernier, FL 33070

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. (see instructions)

I Tax-exempt status: 501(c)(3) 501(c)(6) (insert no.) 4947(a)(1) or 527

J Website: ▶ www.flkeysboardofrealtors.com

H(c) Group exemption number ▶

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1965 **M** State of legal domicile: FL

Part I Summary

Parties & Governance

1 Briefly describe the organization's mission or most significant activities:
 Provide service and education to Realtors

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.

3 Number of voting members of the governing body (Part VI, line 1a)	10
4 Number of independent voting members of the governing body (Part VI, line 1b)	10
5 Total number of individuals employed in calendar year 2019 (Part V, line 2a)	2

- (1) MICHAEL KANIK
.....
PRESIDENT
- (2) SHARON KELLY
.....
PRESIDENT ELECT
- (3) WENDY IVES
.....
SECRETARY
- (4) JENNIFER MILL
.....
TREASURER
- (5) KAREN WILLIAM
.....
CHAIR
- (6) DIANA FIDDES
.....
DIRECTOR
- (7) CLAIRE JOHNSO
.....
DIRECTOR
- (8) KATHY KAILE
.....
DIRECTOR
- (9) PATRICE MESSI
.....
DIRECTOR
- (10) KEITH ALLEN
.....
DIRECTOR



Financial Understanding

- Annual Budget
- Income + Assets
- Savings (ratio)
- Financial Reports
- Audits
- IRS Form 990

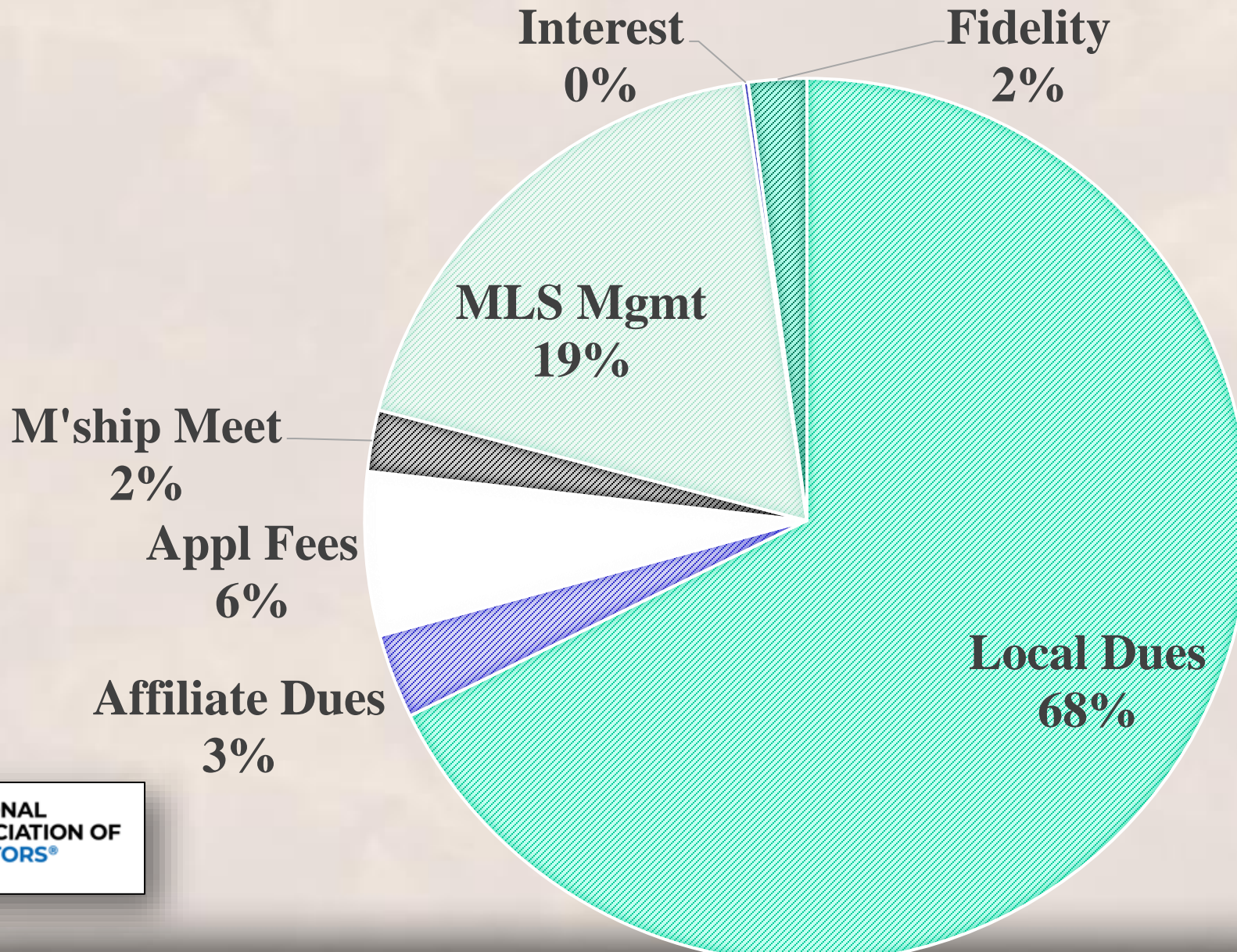
RATIOS
 Ratios are a way to compare important data. Directors should be aware and monitor the ratio of budget to savings, as well as ratio of dues to non-dues

REVENUE SOURCES

Member Dues	50/50
Non-Dues	
■ Advertising	
■ Sponsorship	
■ Endorsements / Royalties	
■ Trade Show / Expo	
■ Interest	
■ Product Sales	
■ Education, Meetings	



11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990		

Diverse Sustainable Revenue



Dashboard Reports

WINTER PARK CHAMBER OF COMMERCE			
FINANCIAL EXECUTIVE SUMMARY DASHBOARD --- April 30, 2021			
BALANCE SHEET		CHAMBER BY THE NUMBERS	
ASSETS	April 30, 2021	April 30, 2020	Dec 31, 2020
Checking and Savings	300,995	41,988	49,372
Certificates of Deposit	0	303,737	200,000
Prepaid Expenses	184	187	214
Checks to be deposited	2,055	736	576
Investments -Schwab	2,718,359	2,053,131	2,552,034
Fixed Assets - Net	818,239	816,003	818,239
Total Assets	3,839,833	3,215,782	3,620,435
LIABILITIES			
Accounts Payable	1,564	1,899	6,310
Accrued Expenses	19	(2)	10
PPP Loan	118,523	0	0
Total Liabilities	120,106	1,897	6,319
NET ASSETS			
Beginning Net Assets	1,950,805	1,950,805	1,950,805
Unrestricted Net Asset	1,663,311	1,568,547	1,568,547
Current year-to-date net income	105,611	(305,467)	94,764
Ending Net Assets	3,719,727	3,213,885	3,614,116
Total Liabilities and Net Assets	3,839,833	3,215,782	3,620,435

MEMBERSHIP		SOCIAL MEDIA FOLLOWERS	
	April 21	April 20	
Members	681	16%↓	812
Revenue	\$29,750	132%↑	\$12,831
Retention	69%	7%↓	74%
TRUSTEE PROGRAM			
	April 21	April 20	
Platinum	19	6%↑	18
Gold	14	13%↓	17
Patron	23	15%↑	20
ONLINE COMMUNICATION			
	April 21	April 20	
	13,267	79%↑	7,429
	9,091	8%↑	8,383

Board Responsibilities

Volunteer Commitment to Serve



SCAN ME

Consent to Serve (Board or Committee Commitment)

I have been nominated, asked, or expressed an interest in serving in a board or committee role in the organization. Should I be elected or appointed, I will serve responsibly and prudently, and I consent to the following:

RESPONSIBILITIES

I understand the roles and responsibility of this position and have thoroughly reviewed the position description and have asked or will ask any questions I have regarding the post.

ORIENTATION

I understand that I will be provided with orientation materials which includes general information about nonprofit service, current policies, background on the organization, recent activities, and other information relevant to my duties and I commit to reading this information prior to my first meeting.

ACCOUNTABILITY

I understand that I may or will have legal, fiscal, and ethical responsibility for the well-being of the organization. As such, I accept it as my responsibility to:

- Be familiar with and protect organizational resources, funds, and intellectual property.

conducting myself with integrity and excellence.

- Understand the applicable policies and programs and oversee or support the implementation.
- Be responsible for making decisions on organizational issues and matters, by being an active participant at meetings.
- Respect the organization's values and recognize the use of official channels of communication.
- Stay current on the products of the organization and the environment in which it operates.
- Excuse myself from discussions, decisions, and votes where I may have a conflict of interest.
- Adhere to state and federal laws, as well as the organization's governing documents.

ATTENDANCE

I understand attendance at meetings in person or by technology, is considered mandatory, recognizing that occasional absences may

excused. I will do everything possible to be present at duly called meetings. I understand absence as defined in the bylaws or policies may be cause for dismissal.

COOPERATION

I understand that I will work in good faith with my fellow volunteers and professional staff in a constructive, collegial manner toward the achievement of the organization's goals.

PREPARATION

I understand effective meetings and tasks require that I prepare by reading and asking questions.

THEREFORE.

As a volunteer, I understand that the organization has a responsibility to me in the following ways:

1. I will be provided with information updates about policies, resources, and finances at meetings.
2. Opportunities will be provided for me to discuss with officers and/or staff the organization's programs, goals, activities, and status.
3. I can expect transparency and responsiveness so that I can fulfill my fiscal, legal, and ethical responsibilities to the organization.
4. I will work as a team in good faith towards achievement of our goals.
5. If the organization does not fulfill its commitments to me, I may call upon the chief elected officer or executive director to discuss the organization's responsibilities.
6. My liabilities may be reduced through insurance, incorporation, volunteer immunity, and/or indemnification so long as I am prudent and follow governing and legal parameters.

Consent to Serve - Sample

FIDUCIARY

I understand that I have fiduciary duties, including the principles of organizational loyalty, care, and obedience.

DISMISSAL

I understand that if I fail to fulfill these commitments to the organization, the chief elected officer, chief staff officer, or the executive committee may call upon me to discuss my responsibilities. Should there be a time where I am no longer able to fulfill my obligations to the organization, it will be my responsibility to resign my position.

Print Name

Signature

Date

FIDUCIARY DUTIES

Directors serve a fiduciaries on behalf of the membership. These are guided by legal principles:

- Duty of Care
- Duty of Loyalty
- Duty of Obedience

SCAN ME



DIRECTOR COMMITMENT FORM

- 1.** Read and uphold the **governing documents**.
- 2.** Work to advance the **mission**: serve the **members**
- 3.** Respect **confidentiality** of discussions and documents*.
- 4.** Disclose **conflicts** of interest.
- 5.** Avoid **antitrust** violations.
- 6.** **Support decisions** of the board.

Signature _____

Date _____



**"I didn't say anything during the meeting,
but I don't agree with the rest of the Board
on this issue."**

Accountability



Indio Chamber of Commerce Nominating Committee Annual Board of Directors Evaluation

Please fill in the following values into the Chart Accordingly:
1-Poor | 2-Fair | 3-Good | 4-Very Good | 5-Excellent

CATEGORIES	Bonner, Joshua	Brakebill, Andy	Callaway, Helen	Chalmers, Rodney	Curry, Dr. Frank	Dibley, Jim	Madick, Ray	Schneider, Bob	Schneider, Jason	Sanchez, Steve	Swarthout, Patrick	Thompson, Thaddaus	Trembley, Jill	Ward, Valerie	Notes
Board Meeting Attendance															
Board Meeting Participation/Interaction															
Committee Involvement															
Event Attendance															
Event Volunteerism															
Communication with President/CEO & Fellow Board of Directors															
Time/Talent/Treasures															
Recruitment of Members															
Promoting Chamber Continuously															
Chairman of a Committee															
Social Media (F) friendly															
Total Points															
Average Score															

Comments:



Scorecard - Board of Directors

(As of October 28,)

First Name	Last Name	PAC Contribution	Advocacy Fund Contribution	Stars of the Industry	Committee Engagement	Charitable Initiative	Foundation Contributor	Recruited Members	Qtrly Board Meeting Attendance			
									Annual Meeting	Monday, February	Wednesday, June	Monday, October
		↙	↙	↙	↙	↙	↙		↙	↙	↙	↙
		↙	↙	↙	↙	↙	↙		↙	↙	↙	↙
		↙	↙	↙	↙	↙	↙		↙	↙	↙	↙
		↙	↙	↙	↙	↙	↙		↙	↙	↙	↙
		↙	↙	↙	↙	↙	↙		↙	↙	↙	↙
		↙	↙	↙	↙	↙	↙		↙	↙	↙	↙

		Tulsa	OKC	tba	Washington DC	Conf Call	OKC	OHLA	AHLA
as of 1/18/17	First	1/17 River Spirit	2/8/17	tba	5/15/17		9/19/17 Skirvin	STATE PAC	HOTELPAC
Board of Directors	Elected	Annual/BOD Mtg	OHLA Day on Capitol Hill	Board Mtg	AH&LA LAS	Board CCall	Board Mtg	CONTRIBUTOR	CONTRIBUTOR
Amsler, Rex	2007								
Blakley, Kathy	2007								
Brady, Julie	2006								
Browell, Chris	2014								
Beutler, Amber	2017								

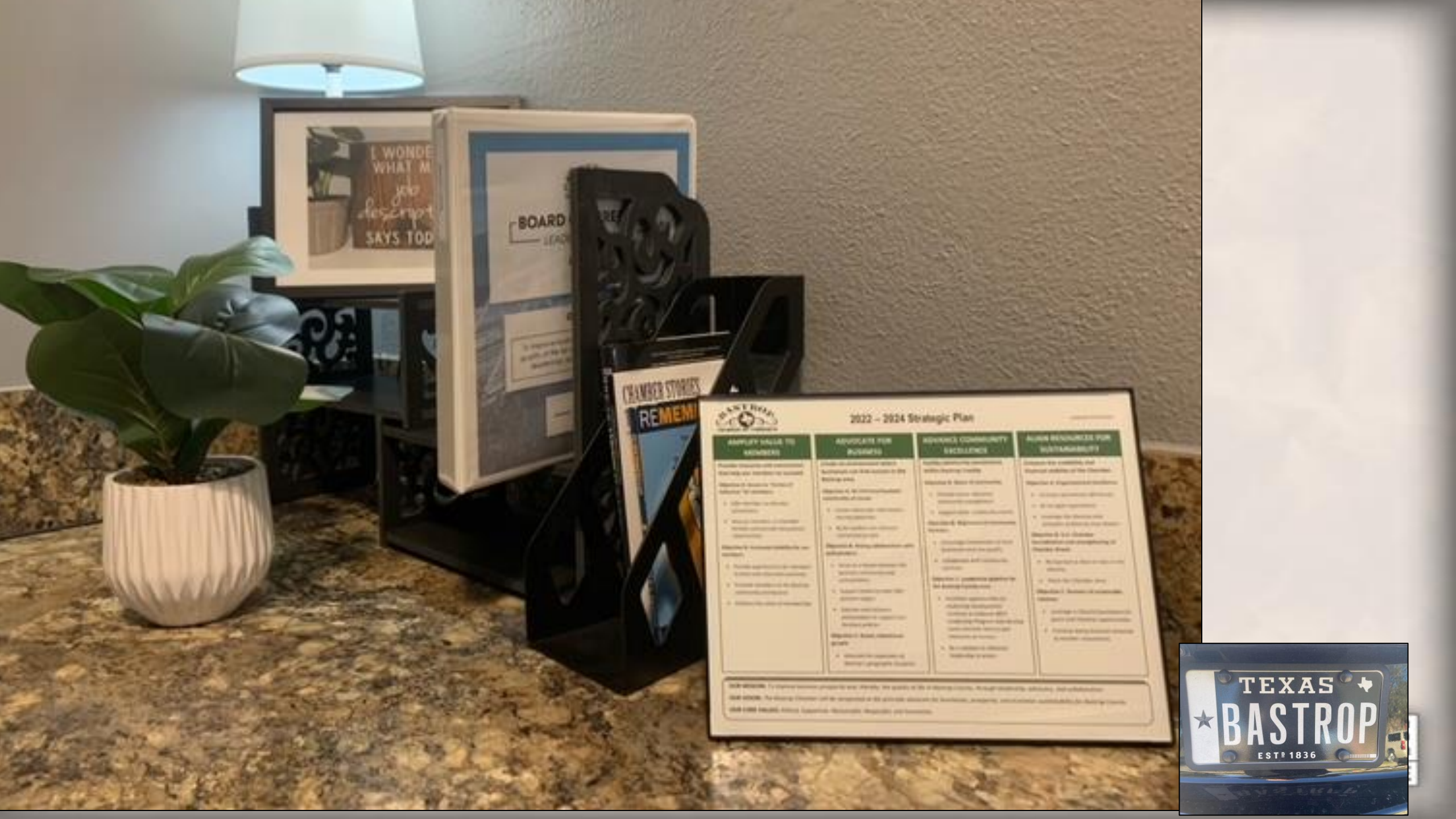
Robert Harris, CAE

Board Performance

BOARD EVALUATION

Board evaluation is an approach to improving *governance* --- with the intent to maintain a high performing board. The chief elected officer (not staff) leads the process. Input will be treated with confidence.

Indicate your understanding of and offer recommendations for these governance aspects.	Very Comfortable	Somewhat Comfortable	Somewhat Uncomfortable	Very Uncomfortable	Not Sure N/A
Mission and Strategic Direction					
1. Board efforts advance the mission, vision, values and goals.					
2. The strategic plan portrays an image of the organization in 3, 5 or 10 years.					
3. Meetings and agendas are organized to achieve the mission and goals (and avoid operating matters.)					
Comments:					
Governing Documents					
4. Board understands and upholds all governing documents.					
5. Policies are adopted and followed to guide current and future leaders.					
Comments:					
Leadership, Succession and Transparency¹					
6. Board selection process is transparent and ensures leadership succession.					
7. Board orientation and self-assessment is sufficient.					
8. New ideas and people are respected.					
Comments:					
Budgeting, Finances and Infrastructure					
9. Board adopts annual budget and is engaged in monitoring finances.					
10. Reserves/savings and investment strategies are					



I WONDER
WHAT M
you
descript
SAYS TOD

BOARD
LEAD

CHAMBER STORIES
REMEMBER

2022 - 2024 Strategic Plan

APPLY SKILLS TO BUSINESS	ADVOCATE FOR BUSINESS	ADVANCE COMMUNITY EXCELLENCE	ALIGN RESOURCES FOR SUSTAINABILITY
<p>Provide education and training for Chamber members on business development and marketing opportunities.</p> <p>Develop a Business "Toolkit" resource for members.</p> <ul style="list-style-type: none"> 1. Offer business training seminars. 2. Offer business coaching services. 3. Provide assistance in creating business plans. 4. Offer assistance in marketing. <p>Monitor for membership growth and retention.</p> <ul style="list-style-type: none"> 1. Monitor membership retention. 2. Monitor membership growth. 3. Monitor retention in the Chamber. 4. Monitor retention in the Chamber. 	<p>Advocate for business growth and development in the community.</p> <p>Advocate for an entrepreneurial environment in the community.</p> <ul style="list-style-type: none"> 1. Offer business training seminars. 2. Offer business coaching services. 3. Offer assistance in creating business plans. 4. Offer assistance in marketing. <p>Monitor & Report on business growth.</p> <ul style="list-style-type: none"> 1. Monitor membership retention. 2. Monitor membership growth. 3. Monitor retention in the Chamber. 4. Monitor retention in the Chamber. 	<p>Advocate for business growth and development in the community.</p> <p>Advocate for an entrepreneurial environment in the community.</p> <ul style="list-style-type: none"> 1. Offer business training seminars. 2. Offer business coaching services. 3. Offer assistance in creating business plans. 4. Offer assistance in marketing. <p>Monitor & Report on business growth.</p> <ul style="list-style-type: none"> 1. Monitor membership retention. 2. Monitor membership growth. 3. Monitor retention in the Chamber. 4. Monitor retention in the Chamber. 	<p>Monitor the existing and future needs of the Chamber.</p> <p>Monitor & Report on business growth.</p> <ul style="list-style-type: none"> 1. Monitor membership retention. 2. Monitor membership growth. 3. Monitor retention in the Chamber. 4. Monitor retention in the Chamber. <p>Monitor & Report on business growth.</p> <ul style="list-style-type: none"> 1. Monitor membership retention. 2. Monitor membership growth. 3. Monitor retention in the Chamber. 4. Monitor retention in the Chamber.

2022-2024 Strategic Plan | Bastrop Chamber of Commerce | 1000 N. Main Street, Bastrop, LA 70026 | 504-833-1234 | www.bastropchamber.com



2022-2025 GHAR STRATEGIC PLAN

Mission

To advocate for real property rights, promote equal housing opportunity, and advance the professional growth of our members.

Vision

That GHAR is the premier choice for agents and brokers in Connecticut.

Diversity

To promote a diverse, equitable, and inclusive environment through open communication and equal access to programs and services.

INDUSTRY ADVOCATES

Advance public policy, foster relationships with lawmakers to build strong communities, protect property interests, and promote a vibrant business environment.

Affordable, Accessible Housing

Expand opportunities for real estate ownership & tenancy.

Issues & Influence

Monitor the issues and partner with relevant business organizations, leaders and associations.

REALTOR® Party Support

Educate members about the importance of investing in the REALTOR® Party.

PROFESSIONAL GROWTH

Elevate professionalism in business practices, ethical behavior and customer experience.

Knowledge Hub

Develop a knowledge hub for all agents. Provide access to tools, best practices, seminars and professional standards.

Professional Standards

Support our commitment to excellence through C2EX, continuing education, leadership development, and the Code of Ethics.

Real Estate Transactions

Support the integrity of the transaction and all persons involved.

COMMUNITY PARTNERSHIP

Increase opportunity for and awareness of REALTOR® involvement and investment in our community.

Outreach

Promote giving back to the community through GHAR projects and events.

Brand & Image

Enhance public's image of the REALTOR® brand by increasing awareness and member profiles.

Credible Resource

Be the premier resource for real estate data and trends.

GHAR Foundation

Increase benefit & maximize the use of the GHAR Foundation.

MEMBER EXPERIENCE

Empower & equip agents with ready access to tools and resources to enhance efficiency, while fostering an environment of camaraderie and cooperation.

Diversity

Embrace the strengths of our diverse community and membership by training agents to be more culturally aware in their real estate transactions.

Value & Services

Increase support and services, provide access to competitive systems and convey benefits, opportunities and value to enhance member success.

Events & Meetings

Improve opportunities for members to connect & learn through strategic events.

Member Engagement

Deliver the support, services, & events that engage members, and improve retention and recruitment.

ORGANIZATIONAL EXCELLENCE

Provide continuous support and foster growth within our organization striving for excellence.

NAR and CT REALTORS®

Align with NAR's Core Standards as a part of our tripartite federation with NAR & CTR.

Governance

Ensure leadership pathways and succession by developing volunteers able to serve on board of directors and committees.

Financial Stewardship

Be excellent stewards of the assets, real property and technology while diversifying revenue and asset portfolio.

Professional Team

Support the CEO & continued development of our staff.





REALTOR® ASSOCIATION
of Sarasota and Manatee
Reach Further.™

2023–2025 STRATEGIC PLAN



ENGAGE

RASM supports an engaged membership through a culture of inclusion, collaboration, and value.

- **Member Engagement**
Provide valuable opportunities to members to collaborate, create unique experiences, and grow professionally.
- **Broker Relations**
Empower and support the success of our broker community.
- **Inclusion**
Foster inclusivity through the diversity of our membership and communities.
- **Communications**
Intentionally focus communications to most effectively reach members' unique interests and needs.



LEARN

RASM provides opportunities to enhance members' productivity, profitability, and professionalism.

- **Ethics**
Ensure fair and ethical cooperation within the profession.
- **Training**
Deliver relevant education programs that expand members' business skills and increase professional competence.
- **Leadership Development**
Identify future leaders and provide the tools and resources to help them reach their maximum potential.



IMPACT

RASM is the voice for real estate, advocating for members, the profession, and our communities.

- **Influence**
Enhance the effectiveness and capacity of our government relations efforts.
- **Grassroots Engagement**
Encourage member involvement in government relations activities.
- **Issues Management**
Position RASM as a thought-leader in identifying and influencing key issues such as housing, infrastructure, etc.
- **Community**
Enhance the public perception of REALTORS® and the REALTOR® brand through the Foundation's charitable efforts and involvement.



LEAD

RASM is a dynamic organization that adapts, innovates, and grows as a preeminent association.

- **Governance Structure**
Maintain a structure that ensures the most productive environment for volunteers and staff.
- **Growth**
Position RASM for opportunities that may arise to expand its impact.
- **Finances**
Sustain the financial health of the association.
- **Professional Staffing**
Support our CEO and the development of our professional staff to serve members with excellence and grow RASM.

MISSION

Empower and engage our REALTOR® community by delivering essential services, resources, education and experiences that elevate member success and professionalism, while advocating for REALTOR® initiatives and private property rights.

VISION

We are an innovative and relevant association that elevates the standards of professional excellence and is critical to our members' success while providing value to our community.

VALUES

Member-Focused	Innovation
Transparency	Collaboration
Inclusivity	



Pop Up Banner at Meetings

HEARTLAND REALTOR ORGANIZATION

Strategic Objectives

MISSION | To provide our members with personalized service and exceptional resources

The most vibrant and valuable REALTOR® organization inspiring success, innovative growth, fun, and professional collaboration

VISION

Core Missions

ENGAGE | Provide opportunities, benefits, and services that facilitate the success of members

Represent the interests of real estate and protect private property rights | **ADVOCATE**

ELEVATE | Provide education and information that elevates professionals and promotes standards of excellence

Improve awareness of the profession through community and public relations | **CARE**

SUPPORT | Maintain a highly effective organization to grow the profession

Tallahassee BOARD OF REALTORS The mission of the Tallahassee Board of REALTORS® is to protect property rights and support the success of our members.

Strategic Direction: THE ROAD TO 2020

- 1. Member Value**
 - Provide Resources and Tools
 - Provide Technology Training
 - Facilitate Business Relations
 - Serve All Real Estate Sectors
- 2. Community & Public Relations**
 - Increase Community Awareness
 - Facilitate Community Involvement
 - Improve Media Relations
- 3. Professional Standards**
 - Protect Consumers & Resources
 - Ensure Ethics
 - Provide Education
- 4. Advocacy & Government Relations**
 - Monitor & Respond to Legislative Issues
 - Advocate for Housing
 - Support Regional Economic Growth
 - Encourage Engagement
 - Maintain Collaboration
 - Support Leadership in Public Service
- 5. Association Excellence**
 - Increase Membership Growth
 - Invest in Technology
 - Develop Leadership
 - Maintain Financial Stewardship
 - Manage Assets
 - Maintain Professional Staffing



Board and Association

Safeguards

Risk Awareness

- Antitrust
- Copyright Violations and ©
- Apparent Authority
- Public Record Requests
- Dues Notices (x2)
- Photo Notice

FTC to Associations: Lack of Antitrust Compliance Can Facilitate Coordination and Violate the FTC Act

by Richard Liebeskind, Jerald A. Jacobs, Jefferson C. Glassie, Alvin Dunn and Cynthia Robertson

In a recent enforcement action, the Federal Trade Commission has made clear that it expects trade associations to adopt antitrust compliance measures to prevent discussions among competitors that would facilitate coordination on prices or competition. Failure to adopt customary antitrust compliance measures, coupled with discussions of pricing policies, might constitute an “unfair method of competition” in violation of the FTC Act.

ANTITRUST COMPLIANCE

Antitrust Compliance Guide for Association and Board Leadership



Photo Notice

Audio/Video Release Statement

SCCAOR is permitted to reproduce photographs/video footage featuring my image in SCCAOR's promotional publications.

This agreement...
electronic m...
The image(s) may...
by, authorized pe...
be used in the futu...
materials and th...

Photography Notice

**By attending this event,
you acknowledge that
you are aware your
image may appear in ISA
promotional materials or
other media as
requested.**



Notice of Filming & Photography

By entering a Bridge AOR/bridgeMLS event, you enter an area where photography, audio, and video recording may occur.

By entering the event premises, you consent to interview(s), photography, audio recording, video recording and its/their release, publication, exhibition, or reproduction to be used for news, promotional purposes, telecasts, advertising, inclusion on websites, social media, or any other purpose by Bridge AOR/bridgeMLS and its affiliates and representatives. Images, photos and/or videos may be used to promote similar Bridge AOR/bridgeMLS events in the future. You release Bridge AOR/bridgeMLS, its officers and employees, and each and all persons involved from any liability connected with the taking, recording, digitizing, or publication and use of interviews, photographs, computer images, video and/or sound recordings.

By entering the event premises, you waive all rights you may have to any claims for payment or royalties in connection with any use, exhibition, streaming, webcasting, televising, or other publication of these materials, regardless of the purpose or sponsoring of such use, exhibiting, broadcasting, webcasting, or other publication irrespective of whether a fee for admission or sponsorship is charged. You also waive any right to inspect or approve any photo, video, or audio recording taken by Bridge AOR/bridgeMLS or the person or entity designated to do so by Bridge AOR/bridgeMLS.



LV REALTORS
LAS VEGAS REALTORS®

PHOTO and VIDEO CONSENT

Las Vegas REALTORS® production staff as well as third-party photographers and videographers hired by the Association will be on the premises.

Your entry and presence at the event constitutes your consent to photographs, video recordings, audio recordings, interviews and the release, publication, exhibition, reproduction of said media by the Association and other authorized parties.



Meeting Sign-In Sheet

Meeting Date _____ Location _____

ATTENDEES SIGNATURES REQUIRED

ANTITRUST AVOIDANCE

Meeting attendees are reminded that state and federal laws prohibit the exchange of information among competitors regarding matters pertaining to price, refusals to deal, market division, tying relationships and other topics which might infringe upon antitrust regulations, and that no such exchange or discussion will be tolerated during this meeting. These guidelines apply not only to the formal meeting sessions, but to informal discussions during breaks, meals or social gatherings.

CONFLICTS OF INTEREST

There is a fiduciary duty to disclose any conflict or potential conflict of interest at the meeting. Should a conflict arise, please inform the chief elected officer.

CONFIDENTIALITY

Meeting discussions and handouts are for the purpose of discussion and deliberation. Please respect confidentiality after the meeting and recognize that the chief elected officer is the spokesperson for the board unless otherwise specifically indicated.

MISSION STATEMENT

The mission of the organization is to advance and protect....*[insert your mission statement.]*

**Meeting
Sign In**



Mission and Strategy



Mission and Brand Platform

- **Mission** Statement – Purpose
- **Vision** Statement – Intended Outcome
- **Values** – Guiding Principles



Mission



Vision

LVR is *THE* voice for REALTORS® and private property rights.

REALTORS® value LVR as the relevant, indispensable business resource at every stage of their career.

LVR is the authoritative voice for REALTORS® and real estate consumers in Southern Nevada. Through access to quality data and analysis, professional development, technology tools, and standards for professionalism, LVR is the REALTOR®'s essential resource for success.



MISSION

We are REALTORS®. As leaders, educators and advocates, SMDRA members serve our communities, protect homeownership and elevate our profession.



VISION

SMDRA fosters an inclusive culture where REALTORS® are the recognized authority and trusted partners in their communities.

VALUES

SMDRA is committed to excellence.

SMDRA operates with integrity, respect and transparency.

SMDRA offerings focus on member efficiency, knowledge and business success.

SMDRA is a community of REALTORS® that embraces and promotes inclusion and diversity.

SMDRA strives to positively impact



NATIONAL
ASSOCIATION OF
REALTORS®



FRAME THE MOTION

1. Advance our **MISSION**?
2. **RESOURCES** required?
3. Benefit entire **MEMBERSHIP**?
4. Is it **LEGAL**?
5. Fit within our **VALUES**?
6. Part of our **STRATEGIC PLAN**?
7. Does it set a **PRECEDENT**?
8. Does it **PROTECT ASSETS** and the wellness of organization?

Meeting Minutes

1. NO Audio Recordings
2. No Side Bar Conversations
3. Protect Organization w/ Self
Serving Statements
4. Distribution Policy
5. **Committee Minutes, too.**

Committees

FREE

COMMITTEE ORIENTATION WORKBOOK



**Improve
Committee
Outcomes**
18-pages
New Edition



SCAN ME

Committee Structure Revamp

Sunrise and Sunset Application

This is a request to SUNSET¹ (terminate) or SUNRISE (establish) a committee or task force². Please complete and submit to the CEO or Board of Directors.

Committee Name or Proposed Name _____

1. Does the committee or task force advance our mission statement?

Yes No Unsure

2. Does the committee or task force align with the strategic plan (goals and/or strategies?) Yes No Unsure

Please explain:

3. Does the termination, creation, or merger of this committee impact organizational resources, (funds, time, staff, volunteers?)

4. In a short statement provide the rationale for your recommendation:

Submitted by: _____ Date: _____

Action by the Board of Directors:

Agree Deny Study Delay

¹ A Sunset provision is used by government bodies to review, justify, or eliminate a program.

The Sunrise process addresses new programs. Both should include rationale and performance expectations.

² A task force disbands after completion of its purpose; a standing committee serves continuously.

Too Many Committees? Sunset



Making a Committee Recommendation



MOTION SHEET

Committee: _____
Date: _____
Chair: _____
Staff Liaison: _____
Recommendation(s)/Motion(s):

Executive Committee Action: That the Executive Committee recommends to the Board of Directors:

- Approved
- Referred to _____ for further study
- Postponement until _____
- Defeat
- Approval with the following amendment:

Board of Director Action:

- Approved
- Referred to _____ for further study
- Approved Exec. Comm. ~~Recomm.~~
- Defeat
- Postponed until _____
- Approved with the following amendment:

Strategic Plan Critical Goals (please check all that apply):

- Goal 1: Lead – Understand, engage and serve the broad spectrum of membership.
- Goal 2: Promote – So members and consumers know we're the premier real estate resource.
- Goal 3: Educate – Elevate and prepare members to succeed in delivering professional services.
- Goal 4: Advocate – Proactively protect and defend property owners and the industry.
- Goal 5: Community – Strengthen the fabric of our communities through philanthropic efforts.



Committee Chair Duties

Top 3 Goals?

Before your first Committee meeting/First Meeting

- Meet with the staff liaison before your first Committee meeting
- Set your 3 top Goals for the year
 - _____
 - Strategic Plan Pillar _____
 - _____
 - Strategic Plan Pillar _____
 - _____
 - Strategic Plan Pillar _____

Committee Charges

- Establish how the year's work in alignment with the approved strategic plan should be accomplished.
- Assignments of all committee members should be communicated, ensuring that all understand.
- All committees should coordinate and cooperate; don't work in a silo.
- Submit interim, year-end, and other reports to the Board via the staff liaison.
- Monitor and evaluate the performance of committee members (do they attend, do they follow through, etc.)

Committee Budget

- If funds are needed, prepare a detailed budget request for consideration; budget requests should be submitted to the CEO and treasurer via the committee liaison for review and

Minutes/Reports

- Appoint a committee member to serve as "secretary" to prepare the minutes. The secretary should submit typed minutes to the committee chair no later than ten days after the meeting. If an action item needs to be submitted to the BOD, per policy, it must be submitted ten days before the next meeting.
- The chair should edit the minutes and send a final version to the staff liaison. Staff liaisons may wish to discuss the minutes with the chair for possible revision.
- Staff liaisons will reproduce the minutes and e-mail them to committee members and the CEO. A permanent record of all committee minutes is maintained with the Association.

FREE

COMMITTEE ANSWERS

Forms and Templates
for More Effective Committees



Bob Harris, CAE | bob@rchcae.com



SCAN ME

**32-pgs. of Committee
Answers, Tips &
Templates** *(free)*



**NATIONAL
ASSOCIATION OF
REALTORS®**



Pop Quiz

Governance Concepts.

Directors – How well do you know our organization?

Good Governance Concepts

Check your understanding of board service.

Did George Washington say, "Winning is easy, governing is hard?" Check your knowledge of volunteer service. (Circle the best answers).

- 1. Protection of the board and directors** is afforded through:
 - a. Indemnification
 - b. Volunteer Immunity¹
 - c. D & O Insurance
 - d. Corporate Veil
- 2. The best model to describe the board and staff relationship** is:
 - a. Staff is Directed by the Board
 - b. Directors Attend to the Details of Administration
 - c. The Board Governs and the Staff Manage
- 3. The organization gets its authority** from:
 - a. IRS, Dept. of Treasury
 - b. State Div. of Corporations
 - c. FTC, Dept. Justice
 - d. Members' Affirmation
- 4. The governing documents** include:
 - a. Bylaws
 - b. Prescription by the Membership
 - c. Policies or Policy Manual
 - d. Articles of Incorporation
 - e. Mission Statement
- 5. In most states, the organization's public records** include:
 - a. IRS Form 990
 - b. Sale Tax Return
 - c. Roster of Members Paying Dues
 - d. Minutes for Current Year (only)
- 6. Fiduciary duties** include:
 - a. Duty of Curiosity
 - b. Duty of Care
 - c. Duty of Loyalty
 - d. Duty of Obedience
- 7. The board's roles in financial** include:
 - a. Approval of a Budget
 - b. Acceptance of Financial Statements
 - c. Review of IRS Form 990
 - d. Periodic Audit Project
 - e. Counting Pennies
- 8. Brand strength and organizational distinction** is a combination of:
 - a. Photos of the Office
 - b. Mission Statement
 - c. Vision Statement
 - d. Values/Guiding Principles
- 9. Board orientation should** include:
 - a. A Self-Study Course
 - b. Required Annually
 - c. Only IF New Directors Installed
 - d. Why Bother?



¹ The federal Volunteer Protection Act of 1997, and states, limit a volunteer's risk of tort liability when acting for nonprofit organizations or government entities.

Board Governance Quiz 11-22.docx
bob@rchcae.com

Serving on a Board?

How well do you know the organization?

- About the **MISSION STATEMENT**:
 - a) I can communicate it from memory.
 - b) I've seen it before.
 - c) That's something the staff knows.
- About the **MEMBERSHIP**:
 - a) Approximately how many members do we serve? _____
 - b) What is our market share of members compared to potential? _____
 - c) What percentage would be a satisfactory retention rate? 70%
- About the **BUDGET**:
 - a) What is the size of the annual income? _____
 - b) How much do we maintain in reserves? Liquid? \$ _____ Real Estate? _____
- About the **REVENUE**:
 - a) What are the top three revenue generators in the budget?
 - b) What percentage of the revenue is generated by member dues? _____
- About the **STRATEGIC PLAN**:
 - a) How many goals (pillars or core competencies) are in the plan? _____
 - b) For what purposes do we use the strategic plan?
 Guide the Board Guide the Committees Empower the Staff
 Promote Value to Members Distinguish Ourselves from Others
- About the **GOVERNING DOCUMENTS**:
 - a) Which documents are important to read and understand?
 Bylaws Policies Articles of Inc. Mission Budget Other _____
- About the **PUBLIC RECORDS**:
 - a) Which documents are considered public records:
 Board Packet Meeting Minutes Budget IRS Forms



bob@rchcae.com www.nonprofitcenter.com

How well do you know the organization 11-22.docx

Board Meetings

Prepare, Prepare, Prepare

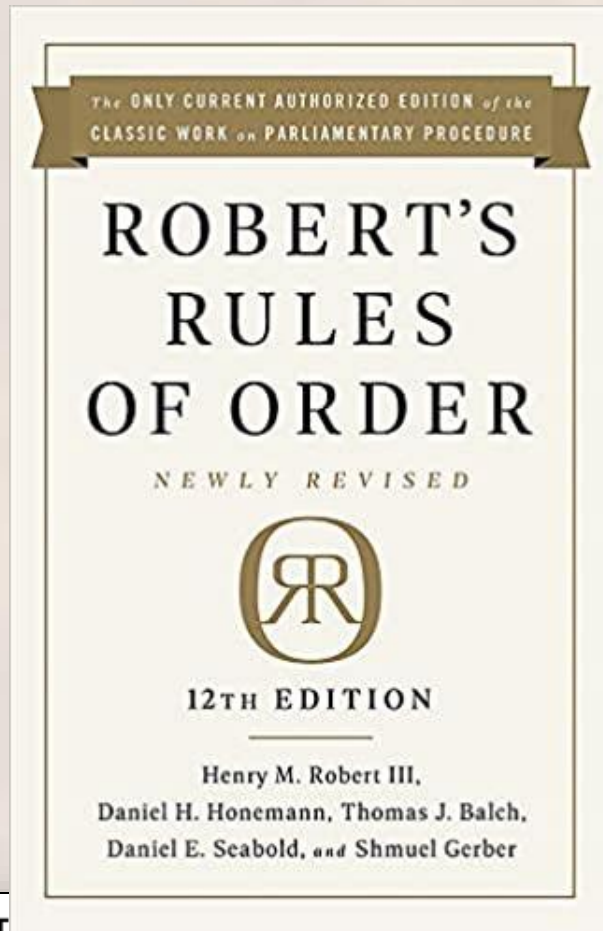


***E.L.M.O.
Enough – let's
move on.***



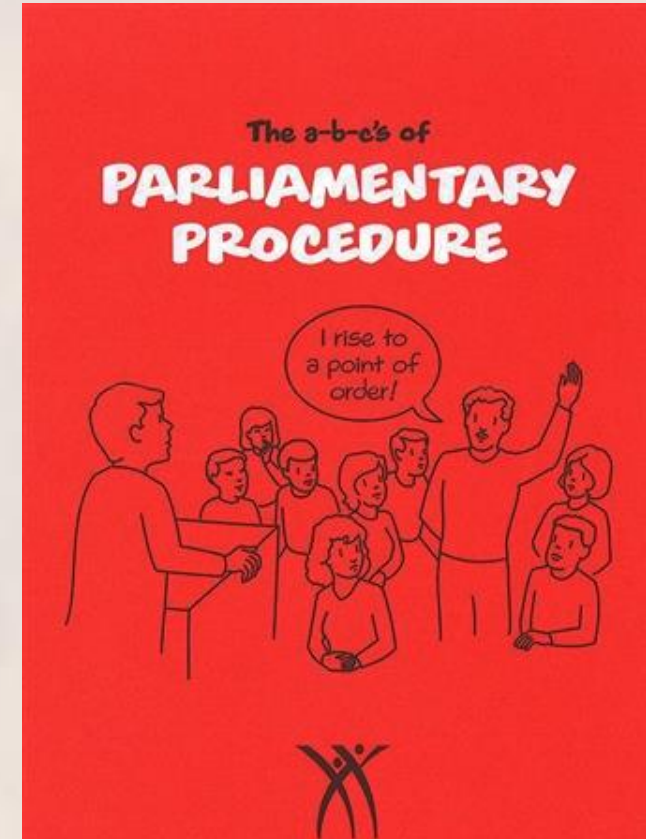
Parliamentary Procedure

816 pages



16 pages

www.channingbete.com



Board Size and Frequency



Set Meeting Ground Rules

Menu of Ground Rules

BOD MEETING GROUND RULES

- BE PREPARED: REVIEW AGENDA AND PRE-READS IN ADVANCE
- VALUE EVERYONE'S TIME (START & END ON TIME)
- FOLLOW ANTI-TRUST, CONFLICT-OF-INTEREST POLICIES
- BE AWARE OF CONFIDENTIAL NATURE OF BOARD DISCUSSIONS & SHARE JUDICIOUSLY
- ALWAYS CONSIDER WHAT IS BEST FOR THE ASSOCIATION AND THE INDUSTRY.
- BE FULLY ENGAGED
- STAY ON TOPIC
- ONE SPEAKER AT A TIME
- SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD
- VALUE ALL OPINIONS
- CRITICIZE IDEAS, NOT PEOPLE
- BE ACCOUNTABLE
- STRIVE FOR CONSENSUS



Ground Rules for Meetings

Discuss and set "ground rules" or guidelines for effective meetings at the start of the year.

- Meetings start and end on **time**.
- Turn off digital **distractions**.
- Treat discussions and documents with **confidentiality**.
- If you **arrive late**, please refrain from voting until the next agenda item so as not to interrupt the flow of discussion of those who arrived on time.
- An **agenda** will be distributed # ___ days in advance; it will be the primary guide for discussions and decisions.
- If you have "**new business**," present it in advance of the meeting for proper preparation and placement.
- Avoid meeting **distractions and sidebar conversations**.
- Be prepared by **reviewing the materials in before** the meeting.
- Many **questions can be answered in advance** if you'll direct them to officers, staff, and committees before the day of the meeting.
- Minutes** will document decisions and actions of the meeting.
- Majority decisions** of the group shall stand; expressing **dissenting opinions** after the meeting is inappropriate.
- Respect **diverse ideas and people**.
- Be sure everyone has an opportunity to speak before **speaking again**.
- Avoid **regurgitating information** and decisions that have already be processes.
- Be **accountable** for commitments you make.
-
-

Agree on Meeting Ground Rules 12-21.docx
bob@rchcae.com



<https://exclusive.multibriefs.com/content/prime-space-at-board-meetings/association-management>

NEW BUSINESS SUBMISSION TO THE AGENDA

Board of Directors New Business Request

In an effort to better explore and position issues, provide solutions, and advance our mission and goals, directors are asked to submit new business topics in *advance* of the meetings. (Saving new business for the end of a meeting is a disfavor as the meeting comes to a close.) Submissions will be reviewed by the chief elected officer and the executive director. The intent is to review the submission and position it properly on a future agenda.

Topic, idea, or motion:

Rationale:

How it is related to the mission, vision, values, or strategic goals?

How is it measurable and what success will look like? What is the economic impact?

Person Submitting: _____ Position: _____

Date: _____ Signature: _____

Additional supporting documents/data/information attached? Yes No



The trusted source for Lowcountry real estate information for more than 100 years · CharlestonRealtors.com

CONFLICTS OF INTEREST

There is a fiduciary duty to disclose any conflict or potential conflict of interest at the meeting. Should a conflict arise, please inform the CEO.

ANTITRUST AVOIDANCE

State and federal laws prohibit the exchange of information among competitors regarding matters pertaining to price, refusals to deal, market division, tying relationships and other topics which might infringe upon antitrust regulations.

No such exchange or discussion will be tolerated during this meeting or in informal discussions during breaks, meals or social gatherings.

CONFIDENTIALITY

Meeting discussions and handouts are for the purpose of discussion and deliberation. Please respect confidentiality after the meeting and recognize the CEO is the spokesperson for the board unless otherwise specifically indicated.

Board of Directors Meeting Agenda

November 28, 2018

Call to Order

Kimberly Lease

Invocation and Pledge of Allegiance

Edward Oswald

Consent Agenda

Association Reports

[Minutes](#)

[By the Numbers](#)

[Financials](#)

Committee/Staff Updates

[Government Affairs Report](#)

[Professional Standards Report](#)

[Programs and Events](#)

MLS Reports

[CTMLS Minutes](#)

Correspondence

[Thank you Note](#)

[Dewitt King Memorial](#)



Florida Keys Board of Realtors® Board of Directors
Meeting Agenda, 6 December 2022, 10:00 – 11:30 am
FKBR Media Center, 97670 Overseas Hwy, Key Largo FL

Agenda

Type of Meeting: Monthly Board of Directors Meeting facilitated by Jennifer Miller, President

Attendees: Claire Johnson, President-Elect; Deb Bennett, Treasurer/Secretary; Sharon Kelly-Brown, IPP; Directors, ~~Kathe Kaile~~, Karen Williams deCastro, Christine Garcia-Castellanos, Erin Kiel, Lynda Anthony, CEO; ~~Jim Lupino~~, Board Counsel. 2023 Directors: Amy Bruggeman, Corie McGraw-Able, and Lindsey Davis.

	Item	Action
10:30	Call to Order & Quorum Determination <i>Board President</i>	Approval
10:35	Consent Agenda <i>Board President</i> <ul style="list-style-type: none">• No meeting in October or November• Financial Reports• Upcoming Calendar of Events• CEO Report	Approval
10:40	Unfinished Business	
10:40	New Business <ul style="list-style-type: none">• Officially appoint the following Directors to 2023 Officers:<ul style="list-style-type: none">o President: Claire Johnsono President-Elect: Deb Bennetto Secretary-Treasurer: Karen Williams-DeCastroo Immediate Past President: Jennifer Miller• Officially approve newly elected directors:<ul style="list-style-type: none">o Lindsay Daviso Corie McGraw-Abelo Amy Bruggeman<ul style="list-style-type: none">▪ Returning Directors for 2023<ul style="list-style-type: none">• Kathe Kaile• Christine Garcia-Castellanos• Erin Kiel• Officially accept Kelsey Caputo's resignation from the Board, and discuss a replacement director• YPN Chair update on upcoming events	
11:30	Adjournment	

Craft a Strategic Agenda

Features

CONFLICTS OF INTEREST	ANTITRUST AVOIDANCE	CONFIDENTIALITY
There is a fiduciary duty to disclose any conflict or potential conflict of interest at the meeting. Should a conflict arise, please inform the CEO.	State and federal laws prohibit the exchange of information among competitors regarding matters pertaining to price, refusals to deal, market division, tying relationships and other topics which might infringe upon antitrust regulations. No such exchange or discussion will be tolerated during this meeting or in informal discussions during breaks, meals or social gatherings.	Meeting discussions and handouts are for the purpose of discussion and deliberation. Please respect confidentiality after the meeting and recognize the CEO is the spokesperson for the board unless otherwise specifically indicated.



Board Meeting Agenda Welcome, Conflicts of Interest, Antitrust¹

Approval of Minutes

Acceptance of Financial Report
Consent Agenda²

Strategic Plan Goals

- A. Education and Training
- B. Advocacy and Government Relations
- C. Public Awareness and Marketing
- D. Organization Sustainability

Mega Issue!
 Unfinished Business
 New Business
 What's Next?
 Adjournment

MISSION STATEMENT

"... to advance and protect the profession and consumers through education, advocacy and public awareness..."

¹Chief elected officer reminds group about antitrust avoidance (FTC concern), asks if anybody has a conflict with today's agenda (IRS concern), and maintaining confidentiality.

²Reports are distributed in advance for Directors' review or available on the Board's portal.



Challenges

Executive Sessions

**Lazy Motions and
Casual Voting**

Rump Sessions

Abstentions

Strategic Plan

Roadmap

STRATEGIC PLANNING

Organizations with a good strategic plan are more successful. The plan provides a roadmap for leadership and staff. They work as a team to achieve consistent goals over several years. The *Strategic Planning* guide describes the preparations for planning, developing the plan, and implementation.

Why Have a Strategic Plan

1. **Roadmap** – The plan identifies the "destination" and guides the board of directors, committees and staff.
2. **Continuity/Sustainability** – Without a plan the organization is susceptible to mission drift and simply being reactionary.
3. **Prioritization** – Planning allows leaders to identify the important issues and programs; and to drop programs that are ineffective or irrelevant.
4. **Allocation of Resources** – Planning is the disciplined allocation of resources (time and money).
5. **Assignment and Timelines** – Good plans include performance measures and assignments indicating how and when projects will be done.
6. **Awareness** – The plan should be compelling to members and stakeholders.

Terminology of Planning

Understanding of and consistent use of terminology is important to guide discussions.

Mission – The purpose for existence; crisp sentence or two – easy to articulate.

Vision – Statement of aspiration; how the organization will be perceived.

Values – Guiding principles of the leadership and staff.

Goals – The core competencies to which resources will be allocated. In setting goals, consider the acronym SMART - Specific, Measurable, Attainable, Relevant and Timely.

Strategies – Approaches and programs for achieving the mission and goals.

Tactics – Assignments, accountability and deadlines.

Performance Measures – Methods to measure progress.

Business Plan – An annual detailed program of work linked to the strategic plan.



Trends in Planning

- Set just 3 to 7 goals; allowing the organization to focus efforts on its core competencies.
- A mission statement that is visionary can replace the need for separate mission and

vision statements.

- Promote the plan to members and prospects by converting it to a brochure or posting on the website.
- Report on the plan's progress by reviewing at board meetings and at least annually.

Span of the Plan

3- 5 Years

Most plans span three years. Planning annually tends to cause short-term thinking. Plans exceeding 5 years may be unrealistic in rapidly evolving environments.

Planning Retreat

With preparation, focus and the right set up a strategic plan can be developed in a day or two. Because discussions will be intense, it is best to do the plan over two consecutive days -- giving everyone a relaxing break after the first day.

The room should be set up in an open-U, with a flip chart at the front. Ensure that seating is comfortable, and food and amenities are nearby. Natural light is preferred to a room without windows.

Brand Statements

The mission, as well as vision and values, serve as a "promise" to the community. The statements

PLANNING TERMINOLOGY

Mission

Vision

Values

Goals (Core Standards)

Strategies

Performance Measures

Tactics (Committees & Staff)

SCAN ME



**Powerful
Advocacy**



**Business
Solutions**



**Accountability &
Economic Growth**



**World Class
Chamber**



2020
Strategic Plan

Brochure

The following implementation strategies support the Chamber's four organizational goals:



Powerful Advocacy

- With input from many Chamber members, identify a compelling legislative agenda to advance Michigan.
- Maintain a highly effective lobbying team.
- Increase funding for political action.
- Retain business-friendly majorities in the State House and Michigan Senate.
- Retain a rule of law majority on the Michigan Supreme Court.
- Continue to collaborate with local chambers and trade or professional associations on issues of mutual interest.
- Deliver winning messaging on key issues, ballot proposals or election campaigns.
- Continue to be a strong leader of the Chamber Federation at the state and national level.



Business Solutions

- Continue to provide high quality member benefits, products and services through Chamber Services.
- Develop new products and services beneficial to customers and profitable to the Chamber.
- Customize existing communications and open new channels of communication to more effectively reach current and prospective members and customers.
- Emphasize diversity in the growth of membership and strength of the Chamber.
- Achieve goals for membership growth and retention.
- Develop volunteer leaders and Chamber staff to serve as "Ambassadors" for the Chamber at the local level and in the policy arena.



Accountability & Economic Growth

- Drive public policy debate for more efficient and effective government at the federal, state and local levels.
- Continue to partner with the US Chamber to educate and inform voters about the growing need for Congress and our next President to take bold action in 2017-18 on federal entitlement reform.
- Collaborate with education and economic development partners to close Michigan's talent gap by improving workforce readiness for high school and college graduates.
- Promote entrepreneurship, leadership and diversity initiatives through the Chamber Foundation.



World Class Chamber

- Attract visionary volunteer leaders at the Chamber.
- Increase member engagement through annual regional meetings, Chamber of Commerce Day in Lansing and other special events.
- Improve Chamber marketing, advertising and communications through enhanced messaging and better use of technology.
- Encourage personal and professional development for Chamber staff.
- Improve the linkage between the Chamber Foundation, Chamber Services and the Michigan Chamber by promoting the "One Chamber" theme.
- Continue to rely on performance metrics and benchmarking of best practices to monitor progress toward the long term goal of 10,000 members or regular customers and \$10 million per year in revenue by 2020.
- Engage and provide services to local chambers.
- Earn recognitions and awards of excellence.
- Maintain leadership roles in the Chamber Federation.

FLORIDA KEYS BOARD OF REALTORS® 2022-2027 STRATEGIC PLAN



MISSION

The voice of real estate for the preservation of property rights in the Florida Keys while maintaining professionalism through education, community service, and advancing Realtor® prosperity.

VISION

To be recognized by its members and other organizations as the premier real estate Association globally for its effectiveness, integrity, and member services.



REALTOR®
Association
Strength

Professional Development	Community and Public Relations	Advocacy	Membership Services	Association Strength
Provide education to support professionalism and Realtor® competency	Facilitate community service in partnership with local charitable and educational organizations for the mutual benefit of our members and community	The <i>Voice of Realtors®</i> for advancing beneficial public policy affecting the Florida Keys	Provide support for the needs of our members	To be respected by our members, the community, and remain relevant among other Realtor® organizations
Educate, train, and adhere to the code of ethics and standards of practice	Enhance the public image of the Associations' Realtor® membership	Advocate on real estate issues to Local, State, and Federal government officials	Conduct new member orientation via in-person, on-line or virtual sessions	Maintain strong financial stewardship of the Association's resources
Maintain the systems of grievance and professional standards to resolve issues	Be the trusted source of current real estate market by maximizing all available media outlets	Support political candidates and issues supporting private property rights, free enterprise, and Realtor® issues	Facilitate leadership opportunities for members in the community	Protect and promote the Realtor® brand
Anticipate the needs of members and remain current with changes in the real estate profession	Promote the Florida Keys Board of Realtors® as a professional and diverse Association serving the community	Identify issues that affect real property and address as they arise, maintain vigilance, and calls to action at all levels	Engage more members in future in leadership roles in the Florida Keys Board of Realtors®	Sufficient staffing and employee benefits necessary to fulfill the roles of the CEO
Effective communication and information sharing between the Association and its members		Meet and exceed annual Realtor Political Advocacy Campaign (RPAC) quota set by National and State	Facilitate networking opportunities	Continually realign the committees and recruit strong Chairs
Provide multiple methods of professional development opportunities		Advocate and promote fair housing initiatives that support the expansion of diversity and inclusionary efforts	Promote the value of our MLS to Realtors® and consumers as a trusted resource with local expertise	Monitor and maintain MLS data relevant to current industry standards
			Demonstrate value of leadership roles	Responsive and support staff



New York State Association of REALTORS®, Inc.

STRATEGIC PLAN 2018-2020

OUR MISSION

NYSAR advocates for REALTORS® and their consumers, elevates professional competence, seeks local board collaboration and promotes the value of REALTOR® membership and engagement.

OUR VISION

NYSAR is the indispensable business partner for real estate professionals and local boards/associations in New York State.



ADVOCATE

NYSAR is the most trusted and influential advocate for real estate business interests and private property rights in New York State.

We will:

- ▶ Proactively develop and expand opportunities to address local regulatory and legislative issues in partnership with local associations.
- ▶ Fully utilize REALTOR® Party resources.
- ▶ Engage consumers in our grassroots advocacy efforts.



ELEVATE

NYSAR continually raises the bar of professionalism for New York brokers, agents, appraisers and REALTOR® associations.

We will:

- ▶ Deliver timely, innovative and market-driven education programs that expand member's business skills, promote risk management and increase professional competence.
- ▶ Work with local boards to ensure an effective and compliant professional standards enforcement program that includes regional and statewide options.
- ▶ Expand and strengthen our cooperative leadership development efforts.



ENGAGE

NYSAR engages with industry partners and consumers in order to create timely programs and services that meet the demands of a rapidly evolving marketplace.

We will:

- ▶ Gather and analyze more robust member, consumer and market data to better meet the business needs of brokers, agents, associations and MLSs.
- ▶ Develop opportunities for brokerages, local associations and MLSs that strengthen cooperation and promote mutually beneficial relationships.
- ▶ Expand partnerships with regional industry and advocacy organizations.



PROMOTE

NYSAR promotes its unique value and the value of the REALTOR® brand to consumers, members and licensees.

We will:

- ▶ Be the "Voice for Real Estate," positioning NYSAR as the preeminent source of information on market data and trends thus elevating member and consumer perception of REALTOR® value.
- ▶ Reinforce our value proposition to members and utilize NAR resources to support and strengthen the perception of the REALTOR® brand.
- ▶ Promote careers in real estate and the value of being a REALTOR®.

Planning Process

- Board Responsibility
- Facilitator
- 3 to 6 Goals
- Strategies, Programs and Priorities
- Performance Metrics
- Program of Work

**FAILURE
IS
NOT
AN
OPTION**



THANK YOU.



#NARAEI2023



nar.realtor/AEI

THAT'S WHO WE 

 **NATIONAL
ASSOCIATION OF
REALTORS®**