



**POLICY AND PROCEDURES  
MANUAL**

**(Revised October 2020)**

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## PRESIDENT

### **Purpose:**

To serve as the leader of the organization and board and act as CREW Richmond's external representative.

### **Tasks:**

#### General

Coordinate the activities of CREW Richmond, implement or cause to be implemented, the Policies and Procedures, preside at board meetings, establish and appoint from time to time such ad hoc committees as may be required, and abolish such committees as may be appropriate for the smooth and efficient functioning of CREW Richmond.

#### Prior to and Beginning of the Year of Office

Coordinate the new Board of Directors. Present theme, objectives, and goals for the coming year and set committees. It is required that the newly elected directors attend the annual Board of Directors retreat and the December meeting of the Board of Directors.

Solicit the directors' input regarding Committee Chairs. Have all standing committee chairs and other appointed positions selected by the end of the year.

Be aware that the President is on the CREW Network list with the Delegates to receive pertinent information from CREW Network. Coordinate with CREW Network to ensure that the necessary year end/year beginning forms for new contacts are complete and on file with CREW Network.

Establish a set time and place for each monthly Board of Directors meeting.

Review CREW Richmond annual budget, with Treasurer and Treasurer-elect, for presentation, discussion, and voting approval by Board of Directors.

Review this Policy and Procedures Manual annually and solicit with input from Board of Directors and Committee Chairs.

Chair the annual CREW Richmond Impact Awards committee— This committee includes, at a minimum, the President, President-Elect, and Immediate Past President. Nominations for awards shall be requested of membership on/before October 15<sup>th</sup> with a return date on/before November 1<sup>st</sup>. Committee shall review nominations and select winners. Award winners shall be recognized during the chapter end-of-year celebration. All dates are subject to change should the event date change.

#### Monthly/Quarterly

Prepare agenda for Board of Directors meeting. A sample agenda is included as Document Attachment A. Maintain effort to keep the Board meetings productive and focused on aligning efforts toward the strategic goals and objectives. Remind treasurer and committee chairs by e-mail no later than one week prior to the monthly board meeting to submit treasurer's report and committee reports, respectively. Review all reports submitted and document items for further Board review/discussion/approval. Compile and distribute the Board agenda, summary, and reports and attachments to Board of Directors by e-mail no later than (2) two days prior to the monthly Board meeting. Request any Director changes or additions to the agenda and notification if any Director attend a Board meeting.

Preside over the Board of Directors meeting in accordance with the Bylaws and parliamentary procedure. Board meetings should last about an hour and 15 minutes.

Preside over monthly membership meetings. Coordinate the meeting or event schedule with the Programs Director and/or Chair. It is customary for the President to do a welcome, make announcements, and thank sponsors. It is expected that the President should be at the reception area welcoming members, speakers, sponsors and guests to the event. Refer to the Document Attachment B for an example monthly meeting agenda.

Write President's Message for the newsletter meeting the deadlines set by the Communications Director/Chair/Committee.

### End of the Year

Coordinate the annual Board of Directors retreat with the President-Elect. The retreat is designed to facilitate the transition between the existing Board of Directors and the incoming Board of Directors. The retreat is traditionally held in November in lieu of the regular monthly Board of Directors meeting. However, the date and format of the retreat is at the discretion of the President-Elect.

Assist the Secretary and Treasurer in archiving all records and data from the year to include the following: approved meeting minutes, resolutions and policies, tax filings, bank account records and signature cards, certificate of insurance and policies, newsletters, event photos and information, board and committee membership lists, and membership roster.

### Miscellaneous

Engage other CREW Network chapter presidents and members to solicit advice and share best practices, as needed.

Establish and appoint ad hoc committees and task forces for special projects and objectives, as may be required, and abolish such committees as may be appropriate.

Enforce the Bylaws, direct the execution of the CREW Richmond Strategic Plan, implement Policies and Procedures, and coordinate overall activities of CREW Richmond. Review and monitor the responsibilities and duties of the members of the Board of Directors.

Promote CREW Richmond and CREW Network in the real estate industry and the community at large. Share communications from CREW Network with the Board of Directors and the membership, as appropriate.

Supervise the annual election process.

Attend CREW Network Annual Convention and Leadership Summits, as budget and time permits.

Serves as CREW Richmond spokesperson and representative, as needed. Coordinate CREW Richmond representation in community and media events.

Provide mentoring and training for President-Elect.

Serve on the Strategic Planning Committee.

Supervise Administrator. Review Administrator's time records and notify Treasurer of approval to pay.

## PRESIDENT-ELECT

### **Purpose:**

To serve as Delegate to CREW Network, as Chapter Champion for CREW Foundation, a member of the CREW Richmond Board, and assume President responsibilities if/when the President is unable to serve.

### **Tasks:**

Assist the President and Directors with planning and coordination of CREW Richmond activities, including special projects.

Prepare for the President role with a focus on becoming familiar with the function and purpose of each committee, Policies and Procedures, and CREW Richmond Strategic Plan.

Chair any special projects that do not fall within the obvious purview of any of the other Board of Directors positions or that, by virtue of their complexity, require an above-average level of attention and support.

Chair the VCU Real Estate Trends event. This includes coordinating and working at the VCU Real Trends booth and coordinating the sale of CREW Richmond event tickets with the CREW Administrator.

Serve on the CREW Richmond Impact Award Committee.

CREW Foundation Champion – responsible for spearheading the CREW Network Foundation Chapter Challenge and meeting the objectives as set forth by CREW Network.

Chair the Strategic Planning Committee. This committee includes the President, President-Elect, and Immediate Past-President, at a minimum. The committee's work includes reviewing the strategic plan on an annual basis as well as preparing updates to the plan in conjunction with CREW Network's Strategic Plan updates. The committee should also conduct a review of this Policies and Procedures Manual and update annually prior to the Board Retreat. The Board is to review, discuss, and approve the Policies and Procedures for the coming year. The by-laws should also be reviewed on an annual basis to determine if revisions are needed; it is not expected that changes are needed this frequently, but the review should be performed in concert with the Strategic Plan and Policies and Procedures review to ensure coordination between all documents.

Serve as Chapter Delegate to CREW Network. Refer to Delegate section of this Policies and Procedures Manual.

### Monthly

Prepare monthly report for and attend monthly Board of Directors' meeting.

### End of the Year

Plan and coordinate the end-of-the-year Board of Directors retreat and transition meeting.

Provide each incoming and returning Director with a copy of the organization's Strategic Plan, Bylaws and the Policies and Procedures Manual at or prior to the end-of-the-year Board of Directors retreat. Incoming Directors will provide this information to their committee chairs. Ensure Director roles and responsibilities are clear and understood.

Develop a breakfast list for the upcoming year's Board Meetings and distribute at the annual Board of Directors retreat and transition meeting.

Develop a contact list for the incoming Board of Directors and distribute at the annual Board of Directors retreat and transition meeting.

Compile the materials listed above in either a hardcopy binder or an electronic format to distribute at the annual Board of Directors retreat and transition meeting.

## IMMEDIATE PAST PRESIDENT

### **Purpose:**

To serve as a resource for the President and the Board of Directors.

### **Tasks:**

Provide advice and counsel to the President and the Board of Directors.

Assist the President at any meeting.

Serve as Chair of the Nominating Committee.

Serve as the Chair of the Past Presidents' Council.

Organize and execute t Past Presidents' engagement event and/or quarterly meetings.

Assist the Network Liaison with the CREW Careers event(s).

Chair Leadership Summit/Signature Event.

Serve on the Strategic Planning Committee.

Serve on the CREW Richmond Impact Award Committee.

### Monthly

Prepare monthly report for and attend monthly Board of Directors' meeting.

### End of the Year

Attend the annual Board of Directors' retreat and transition meeting.

## TREASURER

### **Purpose:**

To manage the finances of CREW Richmond.

### **Tasks:**

#### Generally

Analyze, account for and maintain complete and accurate records of all income and expenses for the organization.

Manage, maintain and reconcile the checking and PayPal accounts.

Coordinate with CREW Richmond Administrator, as appropriate, to reconcile deposits handled by CREW Richmond Administrator.

Ensure the timely filing of all tax and informational returns.

Maintain General Liability and Errors & Omissions insurance.

Maintain organized, accurate, and complete financial records using one or more electronic formats. Financial records are to be maintained by the organization for the most recent seven (7) year period.

Report to the Board of Directors on a monthly basis as to the financial condition of the organization and provide a complete report of all financial transactions occurring in that month, as well as a continuing budget report that reflects all items of income and expenses for the entire year to date.

Report to the Board of Directors at the close of the calendar year with respect to all financial transactions occurring for the entire calendar year.

Prepare and distribute reimbursements as requested and supported by the approved budget. Reimbursements should be sent out at least twice monthly. A sample check request form is included in Document Attachment C.

Perform other related duties as requested by the President or the Board of Directors.

#### Beginning of the Year (January/February):

**Dues:** Coordinate with the Membership Director, CREW Richmond Administrator, and CREW Network to collect and account for annual membership dues paid.

**Sponsorship:** Coordinate with the Sponsorship Director and CREW Richmond Administrator to collect and account for annual and event sponsorship payments.

**Insurance:** Communicate with CREW Network with respect to the General Liability and Errors & Omissions insurance and ensure the timely payment of the requisite policy premiums. In the event CREW Network discontinues the coordination of such insurance, then research the availability and cost of such insurance through other sources and obtain such insurance at a commercially reasonable rate through an approved insurance carrier licensed in Virginia.

**Taxes:** Compile a summary of all income and expenses from the previous calendar year, together with any other information requested by the Accountant, and coordinate with the Accountant to ensure timely filing of the tax return. Tax forms to be filed are Form 990-EZ (Short Form Return of Organization Exempt from Income Tax), Form 1096 (Annual



Summary and Transmittal of U.S. Information Returns), and Form 1099-MISC (Miscellaneous Income). The Form 1099-MISC is completed to account for amounts paid to the Administrator (or for other vendors providing services over the threshold determined by the IRS each year) and must be completed and mailed to the recipient(s) no later than January 31. Form 1099-MISC is available only by ordering from the IRS and will be delivered via U.S. mail; it cannot be downloaded from the IRS website. A copy of the Form 1099-MISC is filed, along with Form 1096, as part of the organization's annual tax return.

**Audit:** If required, coordinate with the Finance Committee, as appointed by the President, or partner CREW Network chapter to audit previous year's records.

Monthly (January – December):

**Throughout the Month:** Timely pay all expenses of the organization (with proper supporting evidence of such expenses). Review bank statements, PayPal account history and reconcile accounts. Update the budget to include and reflect all items of income and expense. Reimburse members for Board-approved expenses (with proper supporting evidence of such expenses). Coordinate deposits and receivables handled by the CREW Richmond Administrator. Pick up mail from the post office and deliver any checks received to CREW Richmond Administrator for immediate deposit (or appoint a Board Member to perform this task). Coordinate with CREW Richmond Administrator to collect past-due invoices (including \$5 administrative fee and returned check fees, as applicable). Maintain a detailed listing of each deposit, including a copy of each check deposited.

**Monthly Board Meeting:** Prepare and present a full report of all financial transactions for the immediately preceding month. The reports should include the following: (a) complete detailed summary of all income and expenses (sources and uses) reconciled against the Bank account statement; (b) report of all items requiring Board discussion or approval; and (c) an updated budget report showing all income and expenses for the entire year to date. Submit the reports to the President no later than one week in advance of the monthly Board meeting.

**Event Meetings:** Review and pay invoice(s) for CREW Richmond events.

End of the Year (November/December):

With input from the Directors and informed by the previous years' records, develop a proposed budget for the upcoming calendar year.

Attend the Board of Directors annual retreat and transition meeting. Coordinate with the incoming treasurer to transfer all financial records and assist incoming treasurer with the transition. Prepare a proposed budget for the upcoming calendar year for presentation and discussion at the annual retreat and transition meeting. Typically, the budget is presented on the second day of the retreat.

Provide training and guidance to the incoming treasurer with respect to duties.

Assist in archiving all records and data from the year to include the following: tax filings, bank account records and signature cards, certificate of insurance and policies.

## SECRETARY

### **Purpose:**

To maintain a written record of the organization's activities and serve as chapter historian.

### **Tasks:**

#### Monthly

Keep a record of attendance at all meetings of the Board of Directors.

Attend and record detailed minutes at all meetings of the Board of Directors. A sample minutes document is attached as Document Attachment D.

Submit the minutes to the Board of Directors for revisions within one week of recording.

Distribute revised minutes to the President at least one week prior to each Board meeting.

Keep all minutes electronically.

If you are unable to attend a Board meeting, appoint a replacement and notify the President of such appointment prior to the meeting.

At least three weeks prior to the date of the membership Annual Meeting, coordinate with the nominating committee and administrator to electronically distribute the proposed slate of candidates for the Annual Meeting and a proxy ballot to membership.

#### End of the Year

Attend the annual Board of Directors retreat and transition meeting.

Compile and archive all records and data from the year to include the following: approved meeting minutes, resolutions and policies, tax filings, bank account records and signature cards, certificate of insurance and policies, newsletters, event photos and information, board and committee membership lists, membership roster, and media features. Coordinate with Directors to compile highlights, lessons learned, and event recaps. This information should be stored in a location accessible to all incoming/outgoing Board Members and kept as part of the chapter historical record.

Present a summary of the chapter's accomplishments and events at the December board meeting.

## ADMINISTRATOR

### **Purpose:**

Assists Board of Directors with administrative duties as assigned by the current President and Board.

### **Tasks:**

#### General Duties:

Check CREW Richmond email daily and respond to emails within 24 hours.

Help maintain CREW Richmond website by sending updates to CREW Network as requested by the Board; ideally on a monthly basis to consolidate requests.

Maintain electronic files

Maintain photo archive platform, including uploading photos and creating albums. This platform should be readily accessible to all CREW Richmond Board members.

Store CREW Richmond promotional items and distribute when requested.

Maintain a list of all committee members and committee chairs.

#### Board Meetings:

Prepare report for and attend monthly Board of Directors meeting, including submitting a Board report to the President no later than one week prior to the monthly Board meeting.

#### Pre-Program Duties:

Coordinate with the Programs and Sponsorship Committees to ensure accuracy of program details including speaker, topic, location, and sponsors before preparing and distributing meeting notices for the monthly meeting or scheduled event, set up event invite and registration for event to accept attendance responses and payment ..

Coordinate with Communications and Media Relations Committees to post meeting invite to all social media outlets. Send meeting information to CREW Network for posting on the CREW Richmond webpage.

Receive and track registrants for event. Send an event reminder to all registrants two (2) business days before meeting.

Maintain membership email addresses and, as a separate list, contact information of pertinent real estate professionals to receive notices of open meetings and events.

Prepare all program signage recognizing sponsors to include event-specific signage. Display the CREW Richmond Chapter logo sign and Annual Sponsor sign at meetings and events. Prepare name tags for attendees who are not CREW Richmond members. Gather CREW Richmond member name tags and bring to events.

#### Program Duties:

Work the registration table to check-in meeting attendees, collect cash, checks, and credit card information of attendees. Provide receipts to those who request them. Note the absent registrants for attendance and Membership committee needs after the meeting.

Coordinate with Membership and Programs committees on members-only drawings at monthly meetings. These drawings are intended as a member benefit with the idea that the member selected will use the gift card provided to meet up with another member to achieve networking and potential deal making.

Take photos during the meeting as time permits upon completion of registration duties. Photos should be stored on a platform easily accessible to all Board members.

After each event, deposit checks and cash collected at the event and create a spreadsheet for the Treasurer with the details of the deposit. Make a copy of all checks deposited and both sides of the deposit slip and save to a platform easily accessed by all Board members. Confirm that all registrations "Pending Payment" were paid in full by the end of the event. If payment is outstanding, create and send an invoice.

#### Annual Meeting:

At least three weeks prior to the date of the Annual Meeting, distribute to the members via e-mail the slate of candidates for the next year's Board of Directors. Also include a proxy for those members that will be unable to attend the Annual Meeting.

#### Membership Assistance:

Remind members to keep updated profiles with CREW Network. Maintain email address of the membership.

Upon Board of Directors approval of new members, notify CREW Network for billing and membership information. Update email address from open email list to member email list.

Prepare and send out "New Member" e-mails informing current members of each new member with bio and head shot included. Coordinate with Communications and Media Relations committees to post to social media outlets.

Maintain, order, and prepare nametags and ribbons for appropriate members, guests, sponsors, and speakers. Member nametags and ribbons are currently ordered through Name Tag, Inc. at [www.nametag.com](http://www.nametag.com). The CREW Richmond customer number is 233065.

Prepare new member gift bag (if items are available) for distribution to the new member at their first meeting.

#### Treasury Assistance:

Receive and copy all checks payable to CREW Richmond for deposit to the bank account. Prepare detailed documentation for the Treasurer with the details of the deposit.

Track invoicing from events and sponsorships. Send reminders if invoices are outstanding after 30 days.

#### Communications Assistance:

Work closely with the Communications Committee to format, publish, and distribute the quarterly newsletter to members and to CREW Network to be uploaded to the CREW Richmond website.

#### Sponsorship Assistance:

Send Annual Sponsors and Summer Social Sponsors invoices for sponsorships and keep a record of payment. Send sponsors receipts upon receiving the appropriate funds. Keep the Sponsorship Director and Treasurer updated regarding invoicing and payments.

#### End of Year

Attend the annual board retreat and transition meeting. The administrator's attendance is not required at the budget meeting.

Assist in archiving all records and data from the year to include the following: approved meeting minutes, resolutions and policies, tax filings, bank account records and signature cards, certificate of insurance and policies, newsletters, event photos and information, board and committee membership lists, membership roster.



## CREW NETWORK LIAISON COMMITTEE & CREW NETWORK DELEGATES

### **Purpose:**

To serve as a liaison between CREW Richmond and CREW Network. To serve as chapter delegate to CREW Network.

### **Tasks:**

Organize and identify committee members and a committee chair to support completion of the tasks identified in this section. Report the names of all committee members, including the Chair to the administrator for documentation to CREW Network.

Coordinate a monthly call or in-person meeting with committee to facilitate committee work and business. It is the intent that the Committee Chair run the meeting and prepare the monthly board report as described in the "Committee Chair" tasks of this document.

All delegates are to attend all CREW Network Council meetings, chapter training, and leadership training.

Attend CREW Network regional meetings.

Communicate results of national meetings, training and other activities/opportunities to Board of Directors and members.

Utilize chapter services provided by CREW Network to the extent cost effective and practical.

Maximize resources provided by CREW Network to minimize chapter costs and efforts.

Provide annual budget to CREW Richmond outlining delegate travel costs in advance of budget finalization.

Provide updates and informative articles for each CREW Richmond newsletter and media relations outlets.

Provide CREW Network update to membership at monthly meetings.

Coordinate and execute UCREW and/or CREW Careers events in the Richmond Chapter Area.

Coordinate with the treasurer to send the Marcy Handsaw scholarship to VCU for their selection and award. Contact with VCU (Robert Taylor) to award the \$1,500 Marcy Handsaw Scholarship. Scholarship funds should be sent to VCU School of Business Foundation not later than September 1 of each year.

Oversee the scholarship selection and award process for the Kathy Ivins scholarship to Virginia State University, Virginia Union University or Virginia Tech or other college and universities as approved by the board. The scholarship amount is to be determined during the budgeting process. Coordinate with the treasurer to send the award to the recipient.

Ensure scholarship recipients follow up with scholarship requirements such as attendance at the Leadership Summit or Signature Event as outlined in award criteria. The sample application and criteria are included in Document Attachment E.

### **Policies:**

CREW-Richmond reimburses the Delegates for conference fees, airfare and hotel. A Per Diem covers meals, ground transportation and other incidentals. The amount reimbursed for each council meeting and the CREW Network Annual Convention is reviewed on an annual basis and adjusted accordingly. Efforts should be made by each Delegate to obtain the lowest airfare available and to take advantage of any special pricing available.

## MEMBERSHIP COMMITTEE

### **Purpose:**

To identify and maintain contact with prospective and new members of the chapter; process and review membership applications; maintain balanced representation among the members from each field of commercial real estate.

### **Tasks:**

Organize and identify committee members and a committee chair to support completion of the tasks identified in this section. Report the names of all committee members, including the Chair to the administrator for documentation to CREW Network.

Coordinate a monthly call or in-person meeting with committee to facilitate committee work and business. It is the intent that the Committee Chair run the meeting and prepare the monthly board report as described in the "Committee Chair" tasks of this document.

Establish a membership goal at the beginning of the year and conduct two annual membership drives.

Update membership application and related information as necessary. The current application is attached as Document Attachment F.

Advise Board of Directors of any members in default of renewal qualifications and send membership termination notices to those in default.

Recommend membership policies and requirements to the Board of Directors.

Review membership applications to determine if applicant is qualified for membership. Submit pre-screened applications to President in advance of each Board meeting so that committee's recommendation can be voted on by the Board.

After acceptance of new member, send a welcome letter/package, solicit recent headshots/bios for use by CREW Richmond.

Assign each new member who joins to at least one committee. Preference should be given to the committee requested on their application with consideration also by Board of Directors committee participant needs.

Track membership to ensure that the Chapter is not out of compliance with Network and the Chapter's by-laws concerning level of experience and membership makeup (i.e. number of members employed in any one qualified field of commercial real estate) requirements.

Actively solicit prospective members from commercial real estate disciplines that are underrepresented in the membership.

Provide membership information at all open meetings.

Supervise the Administrator in sending out invitations and taking reservations for each membership event.

Encourage all members to actively serve on a committee (technically, this is a requirement of membership). Perform an annual survey of active members, in advance of the annual retreat, to solicit committee participation preference for coming year and determine anticipated rate of renewals. The anticipated rate of renewals will help inform and assist the incoming Board of Directors in budget and event planning.

Direct membership committee members to pair up new members with or as "new member host".

Designate one Committee member to prepare an article about each Membership Committee-hosted event for inclusion in the newsletter. Coordinate photos with CREW Richmond Administrator.

Conduct a member survey and use the results to determine modifications to committee efforts and other ways to address members' concerns. Survey efforts should be coordinated with other committees in case member feedback is required for their work to minimize requests to the membership. This survey can be coordinated with the annual member survey.

If available, coordinate with administrator and programs committee on members-only drawings at monthly meetings. These drawings are intended as a member benefit with the idea that the member selected will use the gift card provided to meet up with another member to achieve networking and potential deal making.

Provide members with incentives to bring potential new members to meetings. At a minimum this should be done for the membership drive(s).

Announce and recognize new members as part of the monthly meeting program each month.

Provide CREW Network with annual chapter renewal information regarding membership categories and pricing for upcoming year. This information is typically due to Network at the end of September. Network will send email renewal information to members, but it is a good practice to also request membership renewal invoice PDFs from Network and mail hardcopies. Network will provide the PDFs free of charge.



## PROGRAM COMMITTEE

### **Purpose:**

To schedule programs regarding current developments in the Richmond community and the real estate industry and to provide the opportunity for networking to enhance the professional development of the membership. To enhance awareness of member qualifications, job roles and experience.

### **Tasks:**

Organize and identify committee members and a committee chair to support completion of the tasks identified in this section. Report the names of all committee members, including the Chair to the administrator for documentation to CREW Network.

Coordinate a monthly call or in-person meeting with committee to facilitate committee work and business. It is the intent that the Committee Chair run the meeting and prepare the monthly board report as described in the "Committee Chair" tasks of this document.

Coordinate Monthly Programs as well as supplemental events.

Coordinate with the Sponsorship Committee to highlight sponsors at meetings and events, invite sponsors to meetings and events, and engage sponsors as speakers, project tour opportunities, etc.

### Topics

At a minimum, the committee organizes and sets up the monthly events. The topics can vary and should reinforce the mission and objectives of CREW Network and CREW Richmond. Programs in which the speakers are trying to sell their services to CREW members are inappropriate. Program ideas should be approved by the President in advance. When it is possible and timely to feature CREW members as panelists or speakers, an effort should be made to do so.

In the event the speaker is employed by the sponsor of the meeting, the Chair shall ensure that the presentation does not advertise that firm's services, properties, etc. Instead, the program should focus on expert opinions offered by the individual on general topics. The opportunity to "advertise" will be allowed prior to the program, during their introduction as a sponsor. The programs should not lean toward a sales pitch, and it is the committee's responsibility to ensure the program topic is relevant to the majority of membership.

### Scheduling and Notices

The monthly programs are traditionally luncheon meetings held on the third Wednesday of each month. The Program Committee shall coordinate with all other committees to avoid duplication of events and dates, coordinate joint event promotion and efforts, and provide, at a minimum, regular monthly membership meetings throughout the year. Special events and programs can replace a regular monthly meeting but should be limited to no more than four (4) per calendar year. The October Annual Meeting is a closed event, open to members only.

It is critical that the programs and events be set up as far in advance as possible in order to allow the speakers enough advance notice and to permit the Committees to perform their related duties. Ideally, the calendar for the entire year should be set as early in the year as possible

The following minimum dates should be adhered to:

No later than 45 days prior to the date of the program, the name(s) of the speaker(s), a brief biography on the speaker(s), a title for the presentation and picture of the speaker, the time and location of the program should be sent to the following persons:

- (a) the Board for coordination and promotion;

- (b) the Communications Committee so it can prepare or solicit an article about the speaker and the topic for the Newsletter;
- (c) the Media Relations Committee for promotion;
- (d) the Sponsorship Committee for communication with sponsors; and
- (e) The CREW Richmond Administrator, who will send an e-mail meeting notice to all members about two weeks in advance of the luncheon as deemed appropriate by the Chair.

The designated committee member should also determine whether the speaker or someone on the committee will audio/visual equipment for the presentation

#### Meeting Responsibility

The Director, committee member(s), or designee act as the event coordinator and are responsible for creating an event agenda, coordinating the agenda with the Board, and maintaining the agenda pace during the event. Responsibilities also include greeting any/all event speakers/presenters. Details of each monthly meeting agenda will be reviewed at the monthly Board meeting.

Coordinate with administrator and membership committee on members only drawings at monthly meetings. These drawings are intended as a member benefit with the idea that the member selected will use the gift card provided to meet up with another member to achieve networking and potential deal making. The drawing usually happens during the President's opening remarks and announcements.

The President typically thanks the speaker at the conclusion of the presentation and gives him/her a gift from CREW. The gift should be wrapped in advance and placed behind the podium. The committee should have on hand at least 16 speaker gifts at the beginning of the year. Budget amounts for speaker gifts is determined during the annual retreat. The incoming Programs Director shall present speaker gift ideas and budget to the Treasurer. All gifts should incorporate CREW Richmond branding, when possible; however, dates are not recommended.

#### Speaker Cancellation

Chair or assigned committee member should confirm attendance of the speaker no later than three (3) days prior to the meeting or event. In the event of the cancellation of a speaker, it is recommended that the committee ask the speaker to provide a replacement or suggest someone to contact as a replacement. Generally, speakers are aware that this is a major commitment and will rarely cancel, except under extenuating circumstances. The burden of a short-notice cancellation should be borne by the speaker, if possible. Another alternative in this situation would be to change the format from presentation to a "networking only" luncheon.

#### Open Meetings

At least three (3) times per year, membership meetings are open to guests. Individual members invite members from other commercial real estate professional organizations, and other guests. The Administrator coordinates the mailing or electronic transmission of Notices. This process needs to begin as soon as possible before the meeting date, to allow plenty of time for members to invite others, including potential new members, to attend the meeting. Information regarding each meeting should be shared with the Communications and Media Relations Committees as far in advance as possible to allow for as much publicity as possible (e.g. inclusion in the Richmond Times-Dispatch and other local publications).

#### Closed Meetings

At least three (3) meetings per year will be closed meetings. It is suggested that these meetings are used to enhance member development and provide networking opportunities for members only. The annual October meeting that includes the next year's board slate approval should be one of the closed meetings.

It is suggested that this meeting be used to highlight the progress with CREW Richmond's chosen philanthropy. The end of year celebration is also typically closed.

#### Confirmation and Thank You Letters

Immediately after verbally securing a speaker, the Chair will write a confirmation letter or email to the speaker and request their resume or a brief biography. Immediately after each event, a committee representative writes a thank you letter on CREW Richmond stationery to the speaker(s). It is very important that the speakers receive as much recognition from our members as possible. If the speaker/presenter is also a CREW sponsor, all correspondence should be coordinated with the Sponsorship Committee.

#### Location

The committee coordinates the location, menu and logistics for every meeting. All these arrangements are usually handled by one member of the Program Committee with help, as needed, from other members. This member will confirm and communicate the final headcount to the venue no later than noon on the Monday prior to the meeting. The luncheon meetings are held, whenever possible, on the third Wednesday of each month from 11:30 am until 1:00 pm. This date should only be changed when necessary (e.g. meeting conflicts with special events or scheduling conflicts of certain speakers). The location should also remain consistent to the extent that it is possible. It should be centrally located with easy accessibility and convenient and/or free parking. If at any time the space no longer meets the organization's needs, it is up to the committee to research and identify a new venue.

The luncheon venue usually provides basic equipment for presentations. Items such as podiums, check-in tables microphones and easels should be requested to be provided at no charge. The programs committee provides a laptop and scrolling PowerPoint presentation. It is important to advise the committee member in charge of arrangements as far in advance as possible of any special equipment needs of the speaker.

#### Cost

The venue contract is negotiated each month as to specific menu items, any special dietary needs of individual members, and any special equipment needs of the speaker. The cost for the luncheons and other programs is included in the annual budget. If the cost to the organization for any program will be more than the typical member rate, the proposed program should be submitted to the Board of Directors for approval. Members receive a discounted rate from non-members. All non-members must pay in advance or at the door. A non-member may attend only 2 meetings per year. Members who reserve a seat at a luncheon and do not attend are billed for the cost of the lunch meeting. The speaker is not charged for his or her meal. Any attendees from a sponsoring company may pay the member rate.

Reservations may be made by completing a registration, which is tracked by the CREW Richmond Administrator. Cash, credit card, and check payments are accepted forms of payment. It is imperative that the CREW Richmond Administrator provide a list of those attending to the committee member(s) in charge of arrangements no later than 2 days prior to the event in order to confirm the number of attendees with the caterer. In general, the number of "no shows" compensate for the number of "walk-ins".

#### Menu

A typical luncheon menu consists of a salad, bread, iced tea, coffee, hot entree and dessert. The luncheon can be plated or buffet. If it is a plated lunch, it is recommended that the facility should have the salad, bread, dessert, coffee pots and iced tea preset (i.e., on the tables when we arrive) to allow serving and removing plates to take place at times other than during the presentation. This must be discussed with the venue catering director. In addition, any special dietary needs should be requested in the meeting invitation and given to the committee member in charge of arrangements for coordination with the caterer.

#### Registration

On-site registration at the luncheon begins at 11:30 AM, with the luncheon beginning at 12:00 PM. Although the CREW Richmond Administrator oversees registration, at least 1 committee member, in addition to the Chair and Director, should be available for various duties during the registration period. The committee

members scheduled to work should plan on arriving at 11:15 a.m. A registration table should be placed near the entrance to the meeting room.

The CREW Richmond Administrator will bring (i) a sign-in sheet showing the names of all persons who have registered for the meeting and indicating whether such persons are Members or guests, (ii) the nametags for the those Members attending, (iii) blank name tags for other attendees and (iv) a receipt book. Nametags should be arranged on the registration table in alphabetical order. Receipt slips should be issued to those requesting them after payment. The members assisting at the check-in table should record on the sign-in sheet the amount received from each attendee, indicating whether payment was made in cash or by check, or whether such person is to be billed. If payment is by check, the check number should be noted on the sign-in sheet.

#### Signage

The CREW Richmond Administrator will create and set up the boards and the tabletop signs recognizing the sponsors. The CREW Richmond Administrator will also bring CREW Richmond signage for the event.

#### Post Meeting Items

After the meeting, the sign-in sheet, cash and checks are given to the CREW Richmond Administrator. Any complaints or compliments are usually conveyed to the catering director a day or two after the event in order to make each subsequent event run more smoothly.

Designate one Committee member to prepare an article about each Program Committee hosted event for inclusion in the newsletter.

#### Holiday Party

The December meeting is typically the CREW holiday cocktail party, which is only for members and sponsors. It is at the board and committee's discretion whether they change the format for this event (i.e., cost, location, invitees) at any given time based on member demand. The Board of Directors may choose to provide food and beverages or allocate sufficient funds from the treasury to purchase such items.

#### Additional Events

The Programs Committee will provide two supplemental meetings in addition to regular luncheons, the Dine Around, Summer Social, and Holiday Party. These meetings may be tours, educational events, networking happy hours or any other events that provide additional benefits to members in good standing.

#### Budget

The committee is responsible for reviewing treasurer's budget at the beginning of the year. The budget should include expected revenues and expenses of the monthly meetings, costs of speaker gifts (if dictated by current inventory) and any other appropriate items.

This Policy and Procedures Manual outlines processes given current location of monthly meetings and needs of current membership. As membership or needs change, program content and location and process should be modified by committee to best benefit of the organization's membership.

## COMMUNITY SERVICE COMMITTEE

### **Purpose:**

To identify opportunities for CREW-Richmond and its members to engage in community service projects in the Richmond metropolitan area, plan and coordinate such projects, and discharge any duties the Board of Directors may require. Community service projects and efforts should strive to support organizations whose missions aligns to the mission of CREW Richmond.

### **Tasks:**

Organize and identify committee members and a committee chair to support completion of the tasks identified in this section. Report the names of all committee members, including the Chair to the administrator for documentation to CREW Network.

Coordinate a monthly call or in-person meeting with committee to facilitate committee work and business. It is the intent that the Committee Chair run the meeting and prepare the monthly board report as described in the "Committee Chair" tasks of this document.

Plan an annual fundraiser to benefit an organization whose mission aligns to the mission of CREW Richmond and present to Board of Directors for approval. This has traditionally been known as the CREW Summer Social. The event is intended to cover its own costs with additional proceeds given to the approved charity. Coordinate solicitation of event sponsors with the Sponsorship committee and other committees to avoid duplicate sponsorship requests.

Select, organize, and present community service opportunities to CREW membership throughout the year. These efforts can be to benefit one or multiple organizations, as approved by the Board.

Work with the CREW Richmond Administrator, Media Relations, and Communications committees to publicize the chapter's community service activities, including announcements at monthly meetings, advertisements in the newsletter, and via social media.

Coordinate with the CREW Richmond Administrator to prepare invitations, registrations, for committee-run events.

Appoint members of subcommittees (e.g., Sponsorship, Public Relations, Volunteers, Registration and Raffle), as needed to facilitate events/activities, and to offer additional leadership opportunities to members.

Designate one committee member to prepare an article about each Community Service Committee hosted event for inclusion in the newsletter and media outlets.

## COMMUNICATIONS COMMITTEE

### **Purpose:**

To plan, coordinate and publish, at a minimum, a quarterly newsletter containing summary information of CREW Richmond luncheon meetings, events, new member highlights, sponsor highlights, and upcoming events, deal divas, member anniversaries and other articles of interest or matter as may be determined by the Communications Committee or the Board of Directors. Coordinate with the Media Relations Committee to promote the chapter and its activities; and discharge any duties the Board of Directors may require. Coordinate sponsor highlight and features with Sponsorship Director/committee.

### **Tasks:**

Organize and identify committee members and a committee chair to support completion of the tasks identified in this section. Report the names of all committee members, including the Chair to the CREW Richmond Administrator for documentation to CREW Network.

Coordinate a monthly meeting with committee members to facilitate committee work and business. It is the intent that the Committee Chair run the meeting and prepare the monthly board report as described in the "Committee Chair" tasks of this document.

The newsletter is distributed in an electronic format, working closely with the CREW Richmond Administrator. Provide the CREW Richmond Administrator with content items by the coordinated deadline and proofread the newsletter upon receipt of the draft from the CREW Richmond Administrator. Identify and work closely with committee members to proofread the draft newsletter.

Provide the board with a newsletter outline identifying content needs from other Directors at each monthly board meeting. This should be included with the committee chair's monthly report. A sample outline is included Document Attachment G.

Coordinate with all Directors and committees to designate one Committee member to attend each CREW Richmond function and prepare an article for inclusion in the newsletter, including photos.

Coordinate with the Membership Committee and CREW Richmond Administrator to obtain bios and photos for all new members to include in the newsletter New Member section. This information should be shared with the Media Relations Director and/or committee.

Obtain information for upcoming events from all Directors / committees for publication in the newsletter.

Coordinate with Sponsorship Committee to ensure all sponsors receive their committed company highlight in the newsletter and coordination of branding/logo information.

Coordinate with the CREW Richmond Administrator to ensure deal divas mentioned at meetings are also featured in the newsletter.

Prepare other articles that may be of interest to the membership.

## MEDIA RELATIONS COMMITTEE

### **Purpose:**

Increase public awareness of CREW Richmond and promote CREW Richmond events and members through a variety of media outlets. Notify and encourage members of the media to attend CREW Richmond events and have media members solicit CREW Richmond members as experts for articles and interviews.

### **Tasks:**

Organize and identify committee members and a committee chair to support completion of the tasks identified in this section. Report the names of all committee members, including the Chair to the CREW Richmond Administrator for documentation to CREW Network.

Coordinate a monthly meeting with committee to facilitate committee work and business. It is the intent that the Committee Chair run the meeting and prepare the monthly board report as described in the "Committee Chair" tasks of this document.

Follow suggestions of CREW Network Gold Standard Chapter Playbook, including those incorporated below:

- Use consistent marketing and advertising materials aligned with CREW Richmond brand guidelines
- Partnering for publicity with other local real estate organizations whose members may be interested in CREW Richmond events or membership
- Solicit story and communication ideas from members on a regular basis
- Work with Sponsorship Director and committee to feature CREW Richmond annual and event sponsors
- Work with Membership Director and committee to feature CREW Richmond member announcements, achievements, etc.
- Work with Programs Director and committee to promote CREW Richmond programs and events before, during and after such programs and events.

### News Media

Maintain a list of appropriate local media outlets (newspapers, radio, television, magazines, web outlets, etc.) and present ways to strategically advertise CREW Richmond programs, events, and announcements in local print media outlets.

Send press release for the incoming Board of Directors and major events to media outlets deemed appropriate by the committee and approved by the Board of Directors

### Social Media

Work with CREW Richmond Administrator and Board of Directors for social updates and to determine which platforms best meet the needs of the organization.

Designate one Committee member to attend and promote each CREW Richmond event through social media with photos and program description.

Promoting programs and events through social media outlets.

### Awards

Feature award recipients in all media venues. Coordinate member announcements and highlights with Membership Director and committee.

### Primary Policies

1. Inquiries from the media for matters related to CREW Richmond mission or operations should be directed to the President. Inquiries seeking expert commentary in a field should be directed to the Media Relations Director, who will solicit assistance from chapter members
2. The Media Relations Director will:
  - Distribute all news releases and circulate program information,
  - Keep the Board of Directors informed of relevant media coverage and inquiries,
  - Oversee website updates, in coordination with the CREW Richmond Administrator.
  - Maintain chapter social media platforms, including maintaining login and passwords for all accounts (share account information with President and Administrator.)
  - Determine which media platforms (traditional and social) best meet the needs of the organization. Present costs associated with all proposed media platforms during Annual Board Retreat.



## SPONSORSHIP COMMITTEE

### **Purpose:**

To engage corporate partnerships and support the mission of CREW Richmond by raising funds to subsidize the chapter's meetings, events, programs, in the form of chapter sponsors.

### **Tasks:**

Organize and identify committee members and a committee chair to support completion of the tasks identified in this section. Report the names of all committee members, including the Chair to the CREW Richmond Administrator for documentation to CREW Network.

Coordinate a monthly meeting with committee to facilitate committee work and business. It is the intent that the Committee Chair run the meeting and prepare the monthly board report as described in the "Committee Chair" tasks of this document.

Coordinate and manage the chapter's sponsorship program.

Secure annual sponsors and support other Directors and committees in securing sponsors for specific CREW Richmond events and programs. The Sponsorship Committee shall act as the lead coordinating entity for all sponsorship solicitation efforts to avoid duplicate and/or overlapping solicitation requests.

Prepare materials required for soliciting sponsors including the benefits of each sponsorship level. The current sponsorship benefits solicitation is included in Document Attachment H.

Send written letters confirming sponsorship, listing benefits and thanking each sponsor.

Provide the Administrator, Media Relations, Programs, and Communications Committee with the names, logos, and sponsorship spotlight writeups of the annual sponsors for inclusion in meeting notices, newsletters, meeting signage and information, chapter website, and media outlets.

Develop method to track sponsorship requests and ensure that logos, synopsis, and thank you letters to annual sponsors have been received.

Develop a database of annual and event sponsor logos, branding, and media requirements to be shared with all Directors and committees. The Sponsorship Committee shall review all sponsor-related media/recognition/promotional materials before release to ensure compliance with sponsor requests and requirements.

Determine, in coordination with the Board of Directors, the benefits to be received by sponsors. Ensure that all benefits are received.

Plan and execute a Sponsor Appreciation event. Historically, this event is held in August. This event is held at no cost to annual sponsors.

## NOMINATING COMMITTEE

### **Purpose:**

To present to the membership the slate of officers and directors for the upcoming year.

### **Tasks:**

The committee chair is the Immediate Past President. The chair should organize and identify committee members to support completion of the tasks identified in this section. Committee members must meet requirements as outlined in the by-laws.

Coordinate meeting(s) to facilitate committee work and business. Committee reporting will be included as part of the Past-President's monthly report to the Board.

To nominate Active Members of the chapter as candidates for officers and directors.

The Chair of the Nominating Committee shall notify the Secretary, in writing, of the names of such candidates at least four weeks prior to the date set for the Annual Meeting. A list of nominees is sent to the members at least three weeks prior to the date of the Annual Meeting.

The nomination process for officers and directors of the chapter will begin on or about July 1 each year and remain open for 3 weeks. Upon the close of the nomination period, the Nominating Committee shall:

- (i) verify that each nominee is an Active Member in good standing and confirm that each nominee meets all other requirements to serve on the Board of Directors according to the Bylaws of the organization
- (ii) (ii) contact each candidate to confirm such nominee's willingness to serve (approximately 10 days). Thereafter, the Nominating Committee will send each candidate a biographical questionnaire to be completed and returned to the Nominating Committee within 2 weeks, a copy of the current questionnaire is included in Document Attachment I.

The Nominating Committee shall review all nominee applications and biographical questionnaires and shall select officers and directors based upon the following guidance criteria:

1. Self-nomination
2. Total number of votes for a specific nominated position
3. Total number of votes for all positions nominated
4. Years of prior Board Experience. This is especially important relative to executive committee positions (President-elect, Treasurer, Secretary)

Refer to a sample nomination committee selection matrix in Document Attachment J.

## DUTIES OF COMMITTEE CHAIR

### **Purpose:**

To serve as the leader of the committee and organize all activities of the committee.

### **Tasks:**

Serve as the liaison between the committee and the Committee Director.

Work with the committee director to prepare an agenda for committee business to be used during committee meetings. It is the intent that the chair run the meeting with guidance from the director.

Prepare a monthly report regarding the committee's activities, have it reviewed and approved by the Board member who is designated to oversee the activities of the committee and deliver the report to the President in ".pdf" format the Friday prior to each Board meeting.

Attend Monthly Board meeting if Director is unable to attend.

Keep other committee chairs apprised of the activities of your committee which impact such other committees' planning and activities.

Appoint subcommittee chairs as needed.

The committee chair should consider their role as an opportunity to build the required experience within the organization to apply for future service on the Board of Directors.

Committees may split duties between co-chairs if desired.

## **DUTIES OF COMMITTEE MEMBER**

### **Purpose:**

To actively participate in the work of the committee.

### **Tasks:**

Review all relevant material before committee meetings.

Make contributions and voice objective opinions on issues.

Attend committee meetings and provide thoughtful input to the committee's deliberations

Carry out individual assignments made by the committee chair and report to committee chair.

Work as part of the committee to ensure that the committee proposes policies and/or develop programs, products and services that help association members.

Serve as an "ambassador" of the committee to other members of the association.

Focus on the best interests of the organization and the committee rather than on personal or constituent interests and work toward fulfilling the committee's and CREW Richmond goals and mission.