

CREW RICHMOND, INC.
POLICY AND PROCEDURES
MANUAL

(Revised May 2015)

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PRESIDENT

Purpose:

To serve as the leader of the organization.

Tasks:

Prior to and Beginning of the Year of Office

Coordinate the new Board of Directors. Get them thinking about next year's goals, objectives and committees. It is required that the newly elected directors attend the annual Board of Directors retreat in November 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 of the fact that the President is on the list with the Delegates to receive pertinent information from CREW Network. Coordinate with CREW Network to be sure that you fill out the necessary year end/year beginning forms for new contacts.

Establish a set time and place for each Board of Directors meeting (the second Wednesday of each month at 8:30 am).

Purchase a gift for the outgoing President. Consult with the current Treasurer for budget of such gift (approximately \$100). The gift is presented to the immediate past president at the January membership meeting.

Review CREW-Richmond's annual budget with Treasurer for presentation and acceptance by Board of Directors.

Update this Policy and Procedures Manual with input from Board of Directors and Committee Chairs.

Monthly/Quarterly

Prepare agenda for Board of Directors meeting, based on the sample attached as Exhibit A. Include as much in the Consent Agenda as possible in an effort to keep the Board meetings productive and focused on more global issues such as strategic planning. Remind treasurer and committee chairs by e-mail one week prior to the meeting to submit treasurer's report and committee reports, respectively. Review all reports submitted. Review the prior month's notes and agenda to see if something needs further discussion and/or follow-up. Send out agenda and attachments to Board of Directors by e-mail two days prior to the Board meeting, giving them ample time to prepare for the Board meeting and/or to advise you of any changes or additions to the agenda. Request that a director notify you if she cannot 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 luncheon schedule with the Program Chair. It is customary for the President to do a welcome, make announcements and thank sponsors. President should be at the reception area welcoming members, speakers, sponsors and guests to the program.

Review the draft minutes from the previous month's Board of Directors meeting.

Write President's Message for the newsletter.

End of the Year

Coordinate the annual Board of Directors retreat with the incoming President. The retreat is designed to facilitate the transition between the current Board of Directors and the Board of Directors that will hold office the next year. The retreat is held in November in lieu of the monthly Board of Directors meeting.

Provide each new director and committee chair with a copy of the organization's Bylaws and the Policies and Procedures Manual. Be sure that they read them and understand their responsibilities.

Write a thank you letter to each director and a letter to each director's company thanking the company for allowing the director to serve on the Board.

Miscellaneous

Participate in any e-mail discussions among the CREW chapter presidents and solicit advice from CREW Network and other chapter presidents, as needed.

Appoint task force chairs for special projects, as needed.

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 and the committee chairs.

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.

Supervise the notices of election, proxies and election.

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

Serves as CREW spokesperson and representative as needed.

Provide training and orientation for President-Elect.

Organize and coordinate any Board of Directors participation in community events such as charitable luncheons, granting activities and media events.
Supervise Administrator. Review Administrator's time records; notify Treasurer of approval to pay.

PRESIDENT-ELECT

Purpose:

To serve as Delegate to CREW Network, the president-in-training and as the acting President when the President is unavailable.

Tasks:

Assist the President and directors with overall planning and coordination of CREW activities, including special projects.

Assist the President with planning and coordinating the end-of-the-year Board of Directors retreat and transition meeting.

Prepare for the President's role with a focus on becoming familiar with the function and purpose of each committee.

Chair any Board of Directors meetings, monthly meetings or special events which the President does not attend.

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 Trends event.

CREW Foundation Champion

Chair the Strategic Planning Committee when the Strategic Plan is reviewed and amended.

Perform the duties of Delegate to CREW Network as listed in that Section of this Policies and Procedures Manual.

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 .

Assist the Network Liaison with CREW Careers

Chair Leadership Summit/Special Event

Monthly

Attend monthly Board of Directors' meeting.

End of the Year

Attend the end-of-the-year 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 Administrator as appropriate to reconcile deposits handled by 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 spreadsheets. 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.

Work with CREW Network and the Membership Chair to coordinate invoicing members for annual dues (new members and renewing members).

Coordinate the Marcy Handshaw Scholarship with VCU.

Coordinate the Kathy Ivins Scholarship with VUU and VSU.

Prepare a proposed budget for the upcoming calendar year.

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, Administrator and CREW Network to collect and account for annual membership dues paid.
- 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 and must be completed and mailed to the Administrator 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 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 Administrator. Pick up mail from the post office and deliver any checks received to Administrator for immediate deposit. Coordinate with 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 one week in advance of the Board meeting.

Monthly Lunch Meeting: Review and pay the invoice for the lunch meeting.

Third Quarter (August/September):

Make contact with VCU (Robert Taylor) to award the \$1,500 Marcy Handshaw Scholarship. Scholarship funds should be sent to VCU School of Business Foundation not later than September 1 of each year.

End of the Year (November/December):

With the help of the directors and the previous years' records, develop a proposed budget for the upcoming calendar year.

Attend the Board of Directors retreat and transition meeting (typically in November). Coordinate with the incoming treasurer to transfer all financial records and assist incoming treasurer with the transition. Provide copies of all electronic files and hard-copy files relating to the treasurer's position and provide training and guidance to the incoming treasurer with respect to her duties.

SECRETARY

Purpose:

To maintain a written record of the organization's activities.

Tasks:

Monthly

Attend and record minutes at all meetings of the Board of Directors.

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

Take careful, accurate and comprehensive minutes of all meetings of the Board of Directors.

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

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

Keep all minutes in minute book or 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 Annual Meeting, distribute to the members via e-mail the slate of candidates for the annual meeting and a proxy for members who are unable to attend the annual meeting (or any other meeting during the year, per the President's request).

Visually document the events of the year, and prepare an end of year PowerPoint presentation.

End of the Year

Attend the end-of-the-year Board of Directors retreat and transition meeting. Make sure that the Administrator and the incoming secretary receives the Secretary's records, including the minutes from the prior year.

ADMINISTRATOR

Purpose:

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

Tasks:

Board Meetings:

Attend monthly Board of Directors meeting and yearly board retreat and transition 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 Eventbrite webpage for event to accept attendance responses and payment via Eventbrite

Receive RSVP's from program attendees via Eventbrite and prepare check-in sheet. Distribute an attendee list to all registrants, including sponsors and speakers two (2) business days before meeting.

Maintain membership email addresses and a separate list of e-mail addresses of pertinent real estate professionals to receive notices of open meetings.

Prepare all program signage recognizing sponsors including table toppers. Display the CREW Richmond Chapter logo sign at meetings. Prepare names 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 "no-shows" for billing purposes after the meeting.

After the Event, deposit checks and cash collected at the program 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. Process any credit card charges for the meeting fees and send that information to the Treasurer. As soon as possible after the meeting, provide paper back-up of all deposits and credit card charges to the Treasurer.

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 (or for any other meeting during the year, per the President's request).

Membership Assistance:

Maintain roster of the membership, including names, addresses, phone numbers and e-mail addresses and distribute the roster to the membership quarterly, or as requested.

Upon Board of Directors approval of new members, notify CREW Network for billing.

Update roster.

Prepare and send out "New Member" e-mails informing current members of each new member with bio and head shot included.

Maintain, order, and prepare nametags and ribbons for appropriate members, guests, sponsors, and speakers. Nametags and ribbons are currently order through Name Tag, Inc. at www.nametag.com. The CREW Richmond customer number is 233065

Treasury Assistance:

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

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.

DELEGATES – NETWORK LIAISON AND PRESIDENT ELECT

Purpose:

To serve as a liaison between CREW Richmond and CREW Network.

Tasks:

Attend all CREW Network Council meetings, chapter training and leadership training.

Participate on at least one CREW Network committee.

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.

Provide updates and informative articles for CREW Richmond newsletter.

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. The allocation for 2007 was \$4300 per delegate. 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:

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 Exhibit B.

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 CRE Richmond.
Make sure that each member joins at least one committee.

Track membership to insure 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.

Provide membership information at all open meetings.

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

Supervise the keeping by the Administrator of meeting attendance records for Active Members.

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:

Monthly Program

Topics

The committee organizes and sets up the monthly luncheons at which an individual speaker or a panel of speakers makes a presentation. The topics can be varied but must be relevant to the commercial real estate industry. Examples include: current events, economics, finance, politics and government. Inspirational, self-improvement and other non-business topics that promote professional and personal development should be incorporated, suggested at 1-2 meetings per year, but not at the expense of educational and project-related presentations. 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.

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 beneficial to the majority of membership.

Scheduling and Notices

The programs are usually set up as luncheon meetings and are typically held on the third Wednesday of each month from January through November. Traditionally, a June social replaces the monthly meeting, and CREW's Dine Around takes place on the third Wednesday evening in July in lieu of a lunch program. It is advised that the programs be set up as far in advance as possible in order to allow the speakers sufficient 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 its general knowledge;
- (b) the Communications Committee so it can prepare or solicit an article about the speaker and the topic for the Newsletter; and
- (c) The 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 provide a laptop for the presentation

Timeline of Meetings

A committee member or designee will meet the speaker at 11:20 and members begin to arrive at 11:30 for networking. If a buffet lunch is being served, the committee member should begin to direct attendees to the buffet at 11:50. At 12:15 the president will make brief announcements and announce the person who will introduce the speaker.

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. The budget typically allows \$40 per gift. All gifts should have "CREW" engraved on them, but should not include a date.

Speaker Cancellation

Chair or delegate should confirm attendance of the speaker the Monday before the meeting. 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 at all 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, luncheon 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 luncheon. Information regarding each meeting should be shared with the Communications Committee 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 3 meetings per year will be closed meetings. It is suggested that these meetings are used to enhance member development and provide networking opportunities. 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, currently as of the end of November 2009, Flagler House.

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 his resume or a brief biography. Immediately after each luncheon, the Chair writes a thank you letter on CREW stationery to the speaker(s). It is very important that the speakers receive as much recognition from our members as possible.

Location

The committee coordinates the location, menu and logistics for every meeting. All of 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 absolutely 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. The current luncheon program location is at the John Marshall Virginia Ballroom at 101 N. 5th Street in Downtown. 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. Any speaker wishing to give a power point presentation should be asked to bring his or her own laptop. 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 contract with host club 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 are included in the annual budget. If the cost to the organization for any program will be more than the normal \$30 per member, the proposed program should be submitted to the Board of Directors for approval. Members are charged \$30 for lunch meetings; non-members are charged \$45. 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 plus a \$5 administrative charge. The speaker is not charged for his or her meal. Any other attendees from a sponsoring company must pay the non-member rate (unless the attendee is a CREW member). The December holiday party has typically been free for members only. 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.

Reservations may be made by completing the RSVP form and faxing or emailing the form to the Administrator. Payments may be made in cash, credit card or by check. It is imperative that the Administrator provide a list of those attending to the committee member in charge of arrangements no later than 2 days prior to the event in order to confirm the number of attendees with the caterer. The percentage that the host club sets for over the number of confirmed reservations should be ascertained by committee member based on initial response to program invitation. In general, the number of "no shows" compensate for the number of "walk-ins"

Menu

A typical luncheon menu consists of a salad, hot entree and dessert. Iced tea, coffee and bread should also be included. If it is a plated lunch, the facility should have the salad, bread, dessert, coffee pots and iced tea preset (i.e., on the tables when we arrive). This allows serving and removing plates to take place at times other than during the presentation. This must be discussed with the particular catering director. In addition, any special dietary needs must be given to the committee member in charge of arrangements in order to accommodate those special needs. Of course, if the venue has a buffet, then the only concern is getting people to go through the line in a timely manner. We suggest gently guiding the guests to the buffet line at 11:50.

Registration

On-site registration at the luncheon begins at 11:30 AM, with the luncheon beginning at 12:00 PM. Although the Administrator is in charge of 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 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 sh

Signage

The Administrator will create and set up the boards and the table top signs recognizing the sponsors. The Administrator will also bring the CREW logo sign to be attached to the podium or check-in table.

Post Meeting Items

After the meeting, the sign-in sheet, cash and checks are given to the 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.

Holiday Party

The December meeting is the CREW holiday cocktail party, which is only for members or members' guests. This cocktail party is held at the home of a member (typically a Board member) and there has historically been no charge for attending. The Board of Directors may choose to provide food and beverages or allocate sufficient cash 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.

Tasks:

Plan annual fundraiser to benefit women, children and/or housing and present to Board of Directors for approval.

Select, organize and present community service opportunities to CREW membership.

Publicize the chapter's community service activities.

Appoint members of subcommittees (e.g., Sponsorship, Public Relations, Volunteers, Registration and Raffle).

COMMUNICATIONS COMMITTEE

Purpose:

To plan, coordinate and publish a quarterly newsletter containing summary information of CREW Richmond luncheon meetings, new member highlights, sponsor highlights, and upcoming events and other articles of interest or matter as may be determined by the Communications Committee or the Board of Directors; coordinate with the Public Relations Committee to promote the chapter and its activities; and discharge any duties the Board of Directors may require

Tasks:

Designate one Committee member to attend each CREW Richmond function and prepare an article for inclusion in the newsletter.

Coordinate with the Membership Committee to obtain bios and photos for all new members to include in the newsletter New Member section.

Obtain meeting information for upcoming events from Program Committee for publication in the newsletter.

Coordinate with Sponsorship Committee to ensure all sponsors receive their committed company highlight in the newsletter.

Prepare other articles of interest to the membership.

MEDIA RELATIONS COMMITTEE

Purpose:

Increase public awareness of CREW Richmond and promote CREW Richmond events through media outlets. 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:

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

- Use consistent marketing and advertising materials aligned with CREW Network brand (see attachment)
- Partnering for publicity with other local real estate organizations whose members may be interested in CREW Richmond event or membership
- Solicit story and communication ideas from members on a regular basis

Print Media

- Maintain a distribution list of local media outlets (newspapers, magazines web outlets, etc).
- Send press releases for each program and major events
- Have Board members meet with media representatives

Social Media

- Regularly maintaining website
- Promoting programs and events through social media including LinkedIn and Twitter

Awards

- Nominate CREW Richmond members for awards
- Feature award recipients in all media venues

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 particular 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
 - Maintain social media platforms

SPONSORSHIP COMMITTEE

Purpose:

To raise the sponsorship dollars identified in the annual budget to subsidize the chapter's monthly meetings and to support the CREW Network convention.

Tasks:

Coordinate and manage the chapter's local and national sponsorship program.

Secure annual sponsors for monthly meetings and CREW Network convention. Make sure that only one sponsor per meeting represents a particular segment of the real estate industry (unless otherwise agreed to by the sponsors). Make sure you have the current calendar of programs for the year when you are soliciting sponsors for the meetings. The Program Committee chair should keep you apprised of any changes in the calendar.

Prepare materials required for soliciting sponsors including the benefits of each sponsorship level.

Prepare President's letter to be mailed in October to previous year's sponsors and any new prospects. Send written letters confirming sponsorship, listing benefits and thanking each sponsor.

Provide the Administrator and the Communications Committee with the names and logos of the annual meeting sponsors for inclusion in the meeting notice, the newsletter and the list of sponsors on the website. (See "Scheduling and Notices" under Program Committee – Tasks.)

Develop a coordinated approach to soliciting potential sponsors with Community Service Committee and other real estate groups with whom joint meetings are being held. Ensure multiple requests are not made on behalf of CREW.

Develop method to track sponsorship calls and ensure that logos, synopsis, and thank you letters (to be sent out in July of each year) have been received.

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

NOMINATING COMMITTEE

Purpose:

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

Tasks:

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 and (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.

The slate must be delivered to the Secretary at least 4 weeks prior to the annual meeting.

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 Board of Directors.

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 the Friday prior to each Board meeting.

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

Appoint subcommittee chairs as needed.

DUTIES OF COMMITTEE MEMBER

Purpose:

To actively participate in the work of the committee.

Tasks:

Review all relevant material before committee meetings.

Makes contributions and voices 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.

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

Serves 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 goals.

**EXHIBIT A
SAMPLE AGENDA FOR BOARD MEETING**

- I. Approval of Minutes
 - II. Consent Agenda
 - Media Relation Report
 - Community Service Report
 - Sponsorship Committee Report
 - Communications Committee Report
 - CREW Network Liaison Report
 - Past Presidents' Council Update
 - III. Membership Report
 - Review of _____Application
 - IV. Programs Report
 - V. Treasurer's Report
 - VI. Old Business
 - VII. New Business
- Next Meeting:
Date & Time
Location and address
Breakfast

**EXHIBIT B
MEMBERSHIP APPLICATION**



MEMBERSHIP APPLICATION
WWW.CREWRICHMOND.ORG

APPLICATION REQUIREMENTS:

1. Full time employment in the commercial real estate industry for two (2) to five (5) years prior to the date of this application.*
2. Attendance at one meeting of CREW Richmond.
3. Proposal for membership by two (2) members of CREW Richmond.
4. Current resume and headshot.

ONGOING MEMBERSHIP REQUIREMENTS:

1. Pay the annual membership dues (currently \$360 annually, \$250 after July 1) – you will be billed upon acceptance of your application – please do not include a check with your application.
2. Attend at least six (6) meetings per year.
3. Participate on a committee.

Name:		Date:	
Employer:		Title:	
Address:			
Business Telephone:		Fax:	
E-Mail Address:			
Length of employment with current employer:			
Please enter the date and year in which you <u>began work</u> in the field of commercial real estate:	_____ / _____		(month) (year)
<small>* Each membership applicant shall have the greater of (i) two (2) years experience in the field of commercial real estate or (ii) as much experience as shall permit the Chapter to remain in compliance with the requirement of CREW Network that at least 75% of the Members have at least five (5) years of experience in the field of commercial real estate.</small>			

Please indicate with an (X) the category which best describes your profession:

- | | | |
|---|---|---|
| Accounting
Acquisitions
Appraisal
Architecture
Asset Management
Construction
Consulting
Corporate Real Estate
Development | Engineering
Finance/Institutional Lending
Insurance
Interior Design/Space Planning
Investments
Journalism
Law
Leasing
Market Research | Mortgage Banking/Brokerage
Property Management
Public Relations
Public Service/Agency
Sales/Brokerage
Syndication
Title/Escrow Services
Other: _____ |
|---|---|---|

Please complete the following section regarding your experience
OR attach a resume/profile.

Job Description/Employment Responsibilities:
Prior Commercial Real Estate experience if less than two years at current employer.
Education, Licenses and Professional Certifications (if real estate, give type and jurisdiction):
Professional Memberships and Community Activities:

Please indicate with an (X) the committee(s) you are interested in joining:

- | | | |
|-----------------|-------------------|-----------------|
| Programs | Community Service | Communications |
| Membership | Sponsorship | Media Relations |
| Network Liaison | | |


How did you learn about CREW?			
Please indicate the names of two (2) members who are sponsoring your application:			
1.			
2.			
Please indicate the date of the CREW meeting you attended:			
Applicant's Signature:		Date:	

PLEASE RETURN YOUR COMPLETED APPLICATION TO:

Virginia Johnston
Commonwealth Architects
101 Shockoe Slip, Third
Floor Richmond, VA 23219
Office: (804)-648-5040
e-mail (preferred): gjohnston@comarchs.com

Dues paid to CREW Richmond, Inc. are not deductible as charitable contributions for Federal income tax purposes, but may be deductible as business

**EXHIBIT C
SAMPLE COMMITTEE REPORT**

	COMMITTEE NAME:
	BOARD LIAISON:
	COMMITTEE CHAIR:
	DATE:
	COMMITTEE MISSION AND GOALS FOR THE YEAR:
KEY TACTICS ESTABLISHED TO REACH GOALS:	
ACCOMPLISHMENTS SINCE LAST REPORT:	
ACCOMPLISHMENTS PLANNED FOR THE BALANCE OF THE YEAR:	
ITEMS REQUIRING BOARD-SPECIFIC POLICY RECOMMENDATIONS, AND/OR PROGRAM CHANGES WITH SIGNIFICANT FINANCIAL IMPACT	
NEXT COMMITTEE MEETING:	

Field Code Changed