



# COMMITTEE DESCRIPTION



# 2020

Proficient Leadership Vol 2





# PROFICIENT LEADERSHIP II

Royal Palm Coast  
REALTOR® Association, Inc.  
2840 Winkler Ave – Fort Myers – FL 33991  
Phone: 239-936-3537 [associatin@rpcra.org](mailto:associatin@rpcra.org)  
[www.rpcra.org](http://www.rpcra.org)



Proficient Leadership Vol 2 10/2019

# Table of Contents

## Strategic Plan/Committees/Sub Committees/Task Forces/Work Groups

<b>Strategic Plan</b> .....	5
<b>Strategic Plan Implementation</b> .....	6
<b>Committee Introduction</b> .....	11
<b>Association Governance</b> .....	15
Bylaws.....	16
Finance.....	17
Investment and Reserves.....	18
Strategic Oversight.....	19
<b>Advocacy</b> .....	19
Public Policy.....	20
RPAC.....	20
Candidate Screening.....	20
<b>Programs and Services</b> .....	21
Broker/Manager Engagement.....	24
Events.....	25
Multiple Listing Service (MLS).....	26
Professional Development.....	27
Professional Standards.....	28
Grievance.....	29
Technology and Production.....	30
YPN.....	31
<b>Real Estate Specialties</b> .....	32
Global Business Council.....	33
<b>AD HOC</b> .....	34
<b>Roberts Rules</b> .....	35

## WHAT IS STRATEGIC PLANNING?

Strategic planning determines exactly where our Association is going over the next few years and how we are going to get there. A strategic plan is a coordinated and systematic way to develop a course and direction for our Organization.

Not having a strategic plan is navigating unknown territory without a map. And without a map, we are lost in a highly competitive business environment that will inevitably throw challenges in our direction. A rule of thumb is that if there's uncertainty on the horizon then you need a strategic plan.

## A STRATEGIC PLAN IS NOT A BUSINESS PLAN

Don't confuse a strategic plan with a business plan, which is a much broader document and includes a strategic plan, a marketing plan, a financial plan and an operational plan.

A business plan is much more of an aspirational document, covering what our business is about and why it has value in the market. The strategic plan contains an action plan with specific objectives and due dates as well as setting out who is responsible for what.

## KEY PLAYERS

Our strategic planning should be carried out in a team environment that involves key players in your business. It is headed by our President, who gets input from Staff and Volunteers.

## BENEFITS

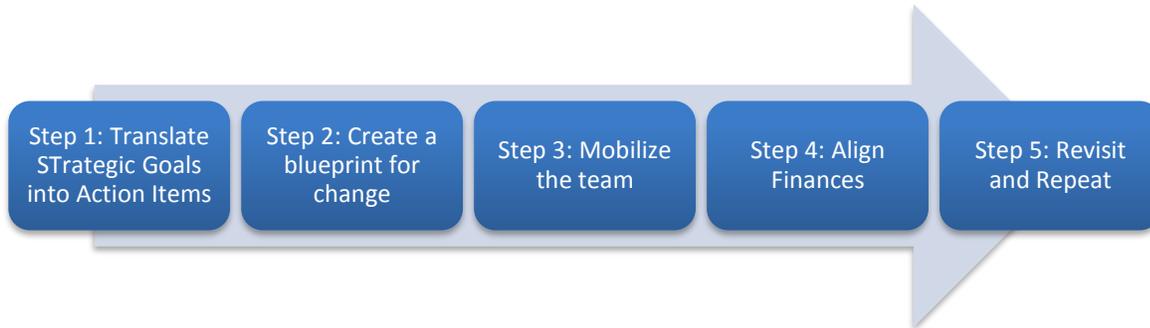
Strategic planning will help us to achieve the following objectives.

- Prepare and define the scope of our activities—review our motivation, costs and means.
- Analyze our strengths, weaknesses, opportunities and threats—review our Associations' internal and external environment to maximize on our strengths, protect against weaknesses and take advantage of business opportunities.
- Formulate strategies—look at exactly what strategies and tactics we should take as a result of the above factors.
- Implement your strategies—assess our resources and get our plan on paper.
- Get Staff and Volunteers on the same page—build consensus in our Association by getting our message out to our key players.
- Measure our success—track our progress and motivate our Staff and Volunteers to keep up our efforts.
- Increase productivity—ensure Staff and Volunteers know where they're going and that they optimize their use of resources.

IT IS CRITICAL TO IMPLEMENT THE STRATEGIC PLAN AND STAY ON TARGET IF THE BUSINESS ENVIRONMENT (LAWS, REGULATIONS, BUSINESS PRACTICES) ARE CONSTANTLY CHANGING.

# STRATEGIC PLAN IMPLEMENTATION\*

## STEP BY STEP



### STEP 1: TRANSLATE STRATEGIC GOALS INTO ACTIONABLE INITIATIVES

Step 1 Translate your long-term strategic goals into initiatives your organization will undertake in the next 12 to 18 months as part of the implementation process.

### STEP 2: CREATE A BLUEPRINT FOR CHANGE

Step 2 Consider your nonprofit's entire set of strategic initiatives to ensure that their scope, length, and required effort are realistic and appropriately sequenced.

### STEP 3: MOBILIZE THE TEAM

Mobilize your nonprofit's team to support and accomplish implementation goals in Step 3

### STEP 4: ALIGN FINANCES TO SUPPORT IMPLEMENTATION

In addition to staff time, implementing your strategy likely will require shifting finances or acquiring new resources to support strategic goals. Step 4 Allocate resources against your nonprofit's agreed upon goals.

### STEP 5: MONITOR PROGRESS

Organizations that are effective at strategic implementation have strong processes in place for systematically measuring and evaluating progress towards their goals. Step 5 Explores processes that can help you ensure your nonprofit stays focused on executing its strategies, while learning and adjusting as you go.

### STEP 6: REVISIT YOUR STRATEGY AND REPEAT THE PROCESS

Discuss when you should consider repeating the steps described previously.

## DEFINING INITIATIVES

Initiatives, the major efforts required to make progress toward strategic goals, must be clearly described during the implementation process. To do this, we recommend defining the following elements for each initiative:

**Deliverables:** What will be the results of the initiative? How will "success" be measured?

**Initiative leader and team:** Who is responsible and involved in the work?

**Key activities:** What action steps need to be undertaken to achieve the deliverable?

**Resource requirements:** What investments (people, equipment, time, finances) will be needed to carry out the initiative?

**Interdependencies:** How will the initiative impact other functions or areas of the organization? How will it affect other initiatives?

**Milestones:** What are the major events, accomplishments, or key decision points that are anticipated? How will you know when and if your initiative is on or off track?

**Performance metrics:** What will you measure to gauge progress on your initiative? How will you utilize these performance metrics to tell if your initiative is on or off track?

**Timeline:** When will the initiative begin and end? At what milestone will you judge if your initial timeline is correct?

### SAMPLE:

Actions	Milestones	Up Front Investments
<ul style="list-style-type: none"> <li>• Review and Redefine the Communications Department</li> <li>• Hire Professional Communications Director</li> <li>• Create platforms to engage members</li> </ul>	<ul style="list-style-type: none"> <li>• Communications Audit</li> <li>• Communications Director Position filled</li> <li>• Build a Multimedia Studio</li> </ul>	<ul style="list-style-type: none"> <li>• Directors Salary</li> <li>• Equipment Cost</li> </ul>

## IMPLEMENTATION GLOSSARY:

### **Dashboard**

A performance evaluation tool that provides a high-level overview of the progress of key activities and initiatives towards annual objectives and strategic priorities

### **Deliverables**

The expected results or outputs from each key activity or strategic initiative

### **Initiatives**

Major efforts required to make progress toward the strategic goals

### **Intended Impact**

Specifies the social change you are trying to achieve, for whom, and over what time period

### **Interdependencies, Sequential**

Processes that rely on the deliverables from one key activity or stage of work before they can proceed

### **Interdependencies, Simultaneous**

Connections between different key activities and initiatives that require matching resources or concurrent work across different organizational units

### **Key Activities**

Major tasks to be completed in carrying out an initiative

### **Milestones**

The major events, accomplishments, deliverables, and decisions within each strategic initiative

### **Strategic Goals**

Multi-year objectives established and embedded in your strategic plan

### **Performance Metrics**

Empirical variables selected to provide insight into the results of activities and initiatives

### **Work plan**

The unique set of key activities, deliverables, and milestones for an individual, program team, or organizational unit

## FIVE BARRIERS TO STRATEGY EXECUTION

Following is a list of common obstacles that impede organizations from executing their strategies:

### 1. LACK OF A DYNAMIC LEARNING ENVIRONMENT

Executing strategy in today's business environment requires a learning mindset, both from individuals and the organization at large. By conducting "lessons learning" (rather than "lessons learned"), we can diagnose and solve problems throughout the entire project life cycle, rather than only at the end.

### 2. PROJECT-BASED WORK LEADERS EXHIBIT NO STRATEGIC LEADERSHIP PRESENCE

Project leaders at all levels should exhibit active listening and leadership skills, in addition to technical expertise. As a leader, being able to communicate the strategy to your team and stakeholders is as important as the tactical work.

### 3. ORGANIZATIONAL STRUCTURES AND PROCESSES ARE INFLEXIBLE, NOT AGILE

Today's business environment is volatile, uncertain, complex, and ambiguous. In a constantly changing setting, our processes need to be dynamic and flexible to match. Even if your company's overall culture is not as quick to adapt, you can still foster an agile mindset within teams and projects by creating a flatter and more efficient process for decision-making and escalation.

### 4. SILOS INHIBIT COMMUNICATION ACROSS THE ORGANIZATION

Many teams are cross-functional by necessity. But even if they're not, intentionally working collaboratively across departments can help break down silos to enable open communication across the organization. Standardizing methods, language, and processes across teams can facilitate more efficient execution on common projects.

### 5. MISALIGNMENT OF PORTFOLIO TO STRATEGY

Projects must be prioritized against the overall strategy. Project leaders and team members should be able to articulate the expected results of a project and how it aligns with the strategy. Without this alignment, resources, time, energy, and effort are wasted on activities that do not contribute to the larger organizational goals.

## STRATEGY IMPLEMENTATION SUMMARY

Successful strategy formulation does not all guarantee successful strategy implementation. Therefore, once the course of strategy has been charted the managers priorities turn to converting the strategic plan into actions and good results.

The implementation process involves an integrated set of choices and activities that are used to allocate resources, organize, assign key managers, set policies, and establish administrative system to reinforce, control, and evaluate a strategy.

\*You might have noticed, this is also included in the Proficient Leadership Book Volume 1. However it is critical to repeat the module in this document in reference to the mission of the Committees.



## Strategic Plan 2019 - 2021

### MISSION

The Royal Palm Coast Realtor® Association exists to advance the success of its Realtor® members; advocate for home ownership and property rights; elevate the skills and competencies of Realtors®; encourage, procure, and precipitate innovation; further civic and community engagement; and enable Members to provide a superior consumer experience.



With focus and effort the Association will **SUCCEED** by:

- Committing to the success of all Members
- Providing the best tools so Members can achieve life balance, financial independence, freedom, and happiness
- Professional development through: skills, competencies, and knowledge
- Providing Realtors® with the resources to deliver a superior consumer experience
- Supporting Broker members
- Enhancing the ethical behavior of Realtors



With inclusivity and intent the Association will **ADVOCATE** for:

- Protecting private property rights and property ownership (Residential & Commercial)
- Communicating the value of Realtors® to consumers
- Building better communities
- Educating and mobilizing Realtors®
- Participating/influencing public policy: Local, State, and National



With direction and commitment the Association will **LEAD** by:

- Identifying, encouraging, developing, training, and mentoring Realtor® leaders: Local, State and National
- Engaging, motivating and empowering membership
- Cultivating and supporting leaders within the community
- Advancing professional development for staff
- Being a positive example among Associations



With trust and respect the Association will **ENGAGE** by:

- Building relationships of relevance with Members
- Facilitating interactive communications with Members
- Communicating with Members efficiently in a manner of their choosing
- Empowering Realtors® - it is their Association
- Promoting the use of Local, State and National benefits to provide a superior Realtor® experience



# COMMITTEE INTRODUCTION

## COMMITTEE'S ROLE

A committee's primary function is to provide programs, products, and services that best meet members' needs and are cost effective. Committee goals are set by the RPCRA Board of Directors and the outcome must comply with the Strategic Plan of RPCRA.

## THE LIFE OF A COMMITTEE

Each association must individually decide which committees should be standing and which task forces and working groups are necessary. When making such decisions, consider the following questions.

- Are the committees as effective as they might be?
- Are there any activities or methods that will increase their odds for success?

## COMMUNICATIONS POLICY FOR COMMITTEES

As a volunteer leader of RPCRA, it is imperative that you receive and engage in discourse regarding RPCRA business. You are expected to communicate with your committee regularly via phone, text, and email. Therefore, we ask that you provide and maintain with RPCRA your current email address and cell phone number.

You can maintain your current email address and cell phone number in your member record contacting Member Support at 239-936-3537 or [emillynda@rpcra.org](mailto:emillynda@rpcra.org).

You are expected to participate in RPCRA surveys seeking feedback from RPCRA leadership. You are encouraged to subscribe to the RPCRA electronic newsletters and publications, as these sources provide up-to-date information on topics of interest.

As an RPCRA leader, you are charged with establishing and supporting RPCRA/FR/NAR public and governing policies in furtherance of RPCRA's mission. Therefore, you agree to communicate consistent with that charge and to avoid making any public statements – on social media or otherwise – that are contrary to achieving RPCRA objectives or that may reflect badly upon RPCRA's reputation.

## ATTENDANCE POLICY FOR COMMITTEES

Committee chairs, vice chairs, and members accept the responsibility for carrying out the goals of their committee when appointed, and meeting attendance is part of that responsibility.

If a committee chair, vice chair or member will be absent from a meeting, a written notice should be submitted to the staff executive before the meeting date (email suffices as a written notice). If a committee chair, vice chair or member is absent from three regularly scheduled committee meetings, he or she may forfeit the committee appointment subject to review by the Leadership.

### Ownership Disclosure Policy for Committee members

Members of any RPCRA decision-making body must disclose the existence of any of the following:

(1) an ownership interest\* in, (2) a financial interest\*\* in, or (3) service in a decision-making capacity for any entity prior to speaking to a RPCRA decision-making body on any matter involving that entity.

After making the required disclosure, such member may participate in the discussion and vote on the matter unless that member has a conflict of interest as defined below.

\*Ownership interest is defined as the cumulative holdings of the individual; the individual's related spouse, children, and siblings; and of any trust, corporation, or partnership in which any of the foregoing individuals is an officer, director, or owns in the aggregate at least 50% of the (a) beneficial interest (if a trust), (b) stock (if a corporation), or (c) partnership interests (if a partnership).

\*\*Financial interest means any interest involving money, investments, extension of credit or contractual rights.

## CONFLICT OF INTEREST POLICY

A member of any RPCRA decision-making body has a conflict of interest whenever that member:

1. is a principal, partner, or corporate officer of a business providing, or being considered as a provider of, products or services to RPCRA ("Business");
2. serves on the board of directors of the Business unless the individual's only relationship to the Business is service as RPCRA's representative on such board; or
3. holds an ownership interest\* of more than one percent of the Business.

Members with a conflict of interest must immediately disclose such conflict of interest prior to participating in any discussions or vote of a RPCRA decision-making body that pertains to the Business. Such members may not participate in any discussions related to that Business other than to respond to questions asked of them by other members of the body. A member may not vote on any matter in which the member has a conflict of interest.

## CODE OF CONDUCT AND SEXUAL HARASSMENT

The members and staff must work together effectively as a team to accomplish the Association's goals. Such joint efforts are enhanced by an environment of courtesy and mutual respect. Offensive behavior not only impedes the effectiveness of the joint efforts but can also create exposure to legal liability.

The RPCRA fully supports the rights and opportunities of all its directors, committee members, and employees to work in an environment free from discrimination and without subjugation to sexual harassment.

Sexual harassment does not include occasional compliments or voluntary relationships between members and staff.

Sexual harassment may be overt or subtle. It includes behavior that is not welcome; that is personally offensive; that fails to respect the rights of others; that lowers morale; and that, therefore, interferes with the effectiveness of our work. Sexual harassment may take different forms. One specific form is a demand for sexual favors.

Other forms of harassment include:

- Verbal sexual innuendoes, suggestive comments, jokes of a sexual nature, sexual propositions, threats.
- Non-verbal sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling, obscene gestures.
- Unwanted physical contact, including touching, pinching, brushing the body, coerced sexual intercourse, assault.

Whatever form it takes -- verbal, non-verbal or physical -- sexual harassment is insulting and demeaning to the recipient and cannot be tolerated. Sexual harassment of any member or staff by any member or staff will not be tolerated. All staff and members will be expected to behave accordingly and take appropriate measures to

ensure that such conduct does not occur. Appropriate disciplinary action will be taken against any staff or member who engages in sexual harassment.

Any director who believes he or she has been the subject of sexual harassment should report the alleged act immediately to his or her regional vice president. If the complaint involves the regional vice president, the complaint should be brought to the attention of the first vice president.

Any committee member who believes he or she has been the subject of sexual harassment should report the alleged act immediately to the chair or vice chair of the committee. If the complaint involves the chair or vice chair, the complaint should be brought to the attention of the committee liaison.

Staff should follow the complaint procedures set forth in the Association's Employee Handbook.



# RPCRA COMMITTEES

## THE BYLAWS COMMITTEE

---

### PURPOSE:

The Bylaws committee is responsible for the maintenance of the Association's Bylaws. This committee also provides the necessary communication to the membership pertaining to the Bylaws including but limited to proposed amendments.

### PRIMARY RESPONSIBILITIES:

- Provide Association Board and members with current and updated Bylaws that are pertinent to the Organization,
- Communicate information regarding Association Bylaws.
- Make every effort to provide reasonable, easy to read and understand guidelines or documents that are pertinent to the Association objectives and goals.
- Respond to all inquiries or requests by the Association Board or membership in a timely and objective manner.

A. Members of this Committee must agree to abide by the NAR Code of Ethics and shall have an affirmative obligation to disclose to the President and/or Board of this Organization any matters or interests, including monetary interest, which may be perceived as presenting or which may present a conflict of interest regarding that person's role as a member of this Committee.

B. Individual members of this Committee having disclosed a conflict of interest or potential conflict of interest as described in paragraph A above, must recuse themselves from any discussion, consideration or voting on any and all issues that may impact such Committee member's interest.

### CHAIR RESPONSIBILITIES:

- Provide leadership and guidance to the other Committee members and staff liaison.
- Assist in coordinating and participating in necessary meetings of the Committee, including conference calls, on-line chats or other Organization functions, as required.

### COMPOSITION

Members of the Bylaws Committee are appointed according to RPCRA Bylaws.

### TIME COMMITMENT

2 to 3 meetings per year. Time required to carefully review monthly financial statements provided by staff.

2020 Strategic Goal: Compliance with NAR Governing Rules

# BUDGET/FINANCE COMMITTEE (ASSOCIATION/MLS)

---

## PURPOSE

The Finance/Budget Committees role is primarily to provide financial oversight for the Organization.

- Provide oversight for organizational financial planning.
- Ensure that the Executive Committee and Board of Directors receive accurate and complete financial information.
- Anticipate financial problems and monitor funds to ensure their availability to execute annual and strategic financial plans

## COMMITTEE STRUCTURE

The Finance/Budget Committee reports to the Association Board of Directors. The committee is comprised of one Committee chair, who is the elected Treasurer for that term, and up to 12 committee members. Each committee member can serve multiple terms.

## COMMITTEE OBJECTIVES

- Support the Royal Palm Coast REALTOR® Association, Inc. Board in the review and interpretation of financial statements and the general financial position of Royal Palm Coast REALTOR® Association, Inc.
- Assist and provide guidance to staff in establishing a viable budget.
- Review yearly audit.
- Establishing/maintaining sound financial practices

## COMMITTEE MEMBER RESPONSIBILITIES

- Have general knowledge of revenue sources and major expense categories of the Royal Palm Coast REALTOR® Association, Inc.
- Review and provide feedback for proposed statements and worksheets provided by staff including monthly financials, annual operating budget, and capital budget.
- Participate in the annual budget and audit process and make recommendation to the board regarding their approval.
- Attend Finance Committee meetings.
- Positively promote the Royal Palm Coast REALTOR® Association, Inc. in the community.

## TIME COMMITMENT

Monthly one-hour meetings. Time required to carefully review monthly financial statements provided by staff.

2020 Strategic Goal: Overall Success and Financial Wellness. Empower members with the tools to deliver professional consumer experiences

# INVESTMENT/RESERVES SUB COMMITTEE

## SUB COMMITTEE OF BUDGET/FINANCE

---

### PURPOSE

The Investment/Reserves Committee maintains an investment policy detailing the objectives of the investment portfolio, guidelines on the asset allocation of the portfolio based on a predetermined level of risk tolerance, authorizations for executing transactions, disposition of earned income, etc.

- Ensures provisions of the policy are followed.
- Reviews the policy at least annually and update if necessary.
- Evaluates the investment managers/advisors.
- Manages its cash to optimize earned revenue.

The President of the Board of Directors, per bylaws, shall appoint the chair. The chair will serve a one-year term with possible reappointment by the President.

### TIME COMMITMENT

3 to 4 meetings per year or as needed. Time required to carefully review monthly financial statements provided by staff.

2020 Strategic Goal: Committing to the Success of all Members

# STRATEGIC OVERSIGHT COMMITTEE (SOC)

---

## PURPOSE:

(Overall charge, purpose, or focus of this committee in helping the Association Board to do its job.)

The purpose of the Strategy Oversight Committee (SOC) is to oversee the Association's strategy development, approval, implementation, review, and reporting. This includes the oversight and continuous improvement of the strategic planning processes and framework. SOC is also accountable for ensuring that the Board engages in, and spends adequate time on strategic dialogue.

## PRIMARY RESPONSIBILITIES:

- oversee our strategy development (action goals), approval, implementation, review, and reporting
- ensuring that the Board engages in, and spends adequate time on strategic dialogue
- Ensure the Strategic Goals and the Strategic Plan are updated as necessary.

A. Members of this Committee must agree to abide by the NAR Code of Ethics and shall have an affirmative obligation to disclose to the President and/or Board of this Organization any matters or interests, including monetary interest, which may be perceived as presenting or which may present a conflict of interest regarding that person's role as a member of this Committee.

B. Individual members of this Committee having disclosed a conflict of interest or potential conflict of interest as described in paragraph A above, must recuse themselves from any discussion, consideration or voting on any and all issues that may impact such Committee member's interest.

## CHAIR RESPONSIBILITIES:

- Guides the committee in accomplishing the mission and objectives detailed in the in the Strategic Plan. Keeps the committee focused.
- Ensures all committee members are fully oriented on the committee objectives, deliverables and roles/responsibilities at the committee's first meeting.
- Assigns tasks among committee members, as necessary.
- Promotes consistent participation and timely connection to all meetings and addresses non- productivity within the committee.
- Works with Executive Liaison to develop final reports, proposals and supporting documentation for the Board and that the material presented to the Board accurately reflects the work of the committee and is submitted in a timely fashion.
- Provides updates on committee's deliverables at Governance meetings as requested by Chair and provides updates to respective committees after Governance meetings.
- Works toward building a sense of trust and productivity between committee members and other Board Standing Committees.
- Works with the CEO to review the Strategic Plan and Action Goals mid-year and offer recommendations to the Board of Directors for updates and status.

## COMPOSITION

President, President Elect, Treasurer, Secretary and CEO

## TIME COMMITMENT

2 to 3 meetings per year.

# PUBLIC POLICY COMMITTEE

---

## PURPOSE

The Public Policy Committee is responsible for supporting the mission, vision, purpose and strategic plan of the Royal Palm Coast REALTOR® Association, Inc. for Advocacy in the Real Estate Industry and related Professions. The Public Policy Committee is responsible for collaborating with the National and State Association, committees, special interest groups, government and its representatives, membership and Board and staff liaisons on key strategies and challenges. The Public Policy Committee monitors and discusses key public policy issues at the local, state and federal level that affect the real estate industry.

## COMPOSITION

The Public Policy Committee reports to the Association Board of Directors. The committee is comprised of one committee chair, one vice chair, and up to 20 committee members. Each committee member can serve multiple terms. The President of the Board of Directors, per bylaws, shall appoint the chair. The chair will serve a one-year term with possible reappointment by the President.

## QUALIFICATIONS

- Must be a member in good standing
- Desire to advance the mission of the RPCRA
- Must be organized and detail oriented to complete assignments
- Must maintain a working e-mail address in the membership database
- Must be able to respond to queries promptly
- Ability to make the necessary time commitment
- A collaborative team player Time Commitment/Expectations
- Approximately 3 hours per month.
- Review all materials/agenda prior to each committee meeting
- Be an ambassador and support membership engagement and networking
- Attend and contribute to committee conference calls
- Attend committee meeting at the Annual Conference
- Volunteer at RPCRA events

## SCOPE OF AUTHORITY AND ACCOUNTABILITY

### MAKE DECISIONS:

- Collaborate with staff liaison in order to provide recommendations on membership outreach as it relates to public policy
- Develop and implement actions as assigned in the strategic plan in order to achieve objectives and goals.
- Identify and provide resources to support members and the profession

### MAKES RECOMMENDATIONS:

- To the Board of Directors on advocacy related communications to the membership
- Identify strategic partnerships
- Resources that would benefit the membership
- On educational collaterals (programs/resources) on relevant topics in order to add value to the membership on how members can advocate on their own behalf and for the profession.
- On calls to action from NAR and FR

INPUT:

- On current and upcoming issues
- Strategic collaborations with external individuals/organizations

MONITORS:

- Public policy as it relates to our industry

TIME COMMITMENT

Up to 11 meetings per year. January through November.

2020 Strategic Goal:

Protecting private property rights and property ownership (Residential & Commercial)

Educating and mobilizing Realtors®

Communicating the value of Realtors® to Consumers

Building better communities

## MEMBERS & CONSUMERS

# PUBLIC POLICY SUB COMMITTEES:

---

## RPAC

### PURPOSE

To increase overall REALTOR® participation at all levels of RPAC. The committee members shall be tasked with the following responsibilities and activities to increase the overall RPAC Member participation in RPAC:

- Organize and schedule RPAC fundraising events throughout the year for engaging more REALTOR® members in RPAC
- Participate in regularly scheduled RPAC meetings.
- Responsible for RPAC Partnership Program promotion and grant follow-up.
- Responsible for encouraging all RPCRA Committee members to invest in RPAC per the 100% Committee Challenge.
- Responsible to meet the annual RPAC goal

### COMPOSITION

The RPAC Sub Committee will be led by a Chair and Vice Chair. The RPAC Sub Committee members will serve one-year terms.

### 2020 Strategic Goal:

Protecting private property rights and property ownership (Residential & Commercial)

Reach RPAC Goal as set by FL Realtors

## MEMBERS & CONSUMERS

# CANDIDATE SCREENING

---

The Candidate Screening Sub Committee will conduct candidate screenings during an election year. Conducts candidate interviews, asking questions relevant to private property rights and the real estate industry. The candidates are then scored on a numerical basis.

Selections of the screening panel are approved by the Board of Directors. Once the board of directors approves the panel's recommendations, the candidate is notified that they are being supported for election/re-election. Names of the recommended candidates are then published in the Association newsletter announcing the decision to support to membership.

## COMPOSITION

The Candidate Screening Sub Committee will be led by a Chair appointed by the Association President. The Candidate Screening Sub Committee members will serve one-year terms.

2020 Strategic Goal:

Participating/influencing public policy: Local, State, and National

## Candidates for Public Office

# EVENTS COMMITTEE

---

## PURPOSE

The Events Committee is an inclusive Planning committee composed of REALTOR® and Affiliate members. The Events Committee plans and coordinates event activities, staffing events with volunteers, selects program and entertainment for events. The committee helps to facilitate valuable networking between members and makes membership fun!

## COMMITTEE OBJECTIVES

- Fulfill required time commitment.
- Responsible for logistics and oversight of RPCRA events
- Friendraise: by speaking publicly and privately with others about the organization's good work
- Creating a comprehensive event plan including goals/desired outcomes and theme of the event
- Creating and agreeing on a comprehensive funding plan, inclusive of all estimated expenses of the sub-committees
- Communicating regularly on the progress of the sub-committees
- Approving all sub-committee decisions, i.e. program, food, marketing plan
- Determining how to solicit/raise additional funds if needed
- Setting ticket cost and process
- Supporting sub-committees
- Being available at all times during the day of the event
- Participating completely during the event
- Event evaluation and follow up

## EVENTS CHAIRPERSON

The Chair provides leadership for the entire event planning process; orchestrating the overall production, providing guidance to volunteers as needed, and making the final decisions.

## RESPONSIBILITIES:

- Oversee the entire event and planning process
- Establish a task management schedule
- Recruit key volunteers and motivate committee members to chair various sub committees
- Communicate responsibilities and ensure objectives are met
- Ensure communication between committees is active and productive
- Chair committee meetings and foster an environment that generates new and exciting ideas
- Act as liaison between committee chairpersons and community organizations
- Establish budget and maintain financial controls
- Responsible for all final decisions
- Responsible for committee succession planning

## 2020 Strategic Goal:

Building relationships of relevance with members and consumers

Engaging, motivating and empowering membership

## MEMBERS & CONSUMERS

# MULTIPLE LISTING SERVICE (MLS) COMMITTEE

---

## PURPOSE

The MLS Committee evaluates services and modifications to the MLS computer system in an effort to enhance the MLS system for everyday REALTOR® usage. The Committee recommends procedures and governing rules to maintain a high quality of services provided by MLS.

## CHAIR

The Chair and committee members shall be appointed by the President.

## COMMITTEE OBJECTIVES

- Ability to consider participant suggestions as they relate to the MLS Service.

## MAKES RECOMMENDATIONS:

- Resources that would benefit the membership
- On educational collaterals (programs/resources) on relevant topics in order to add value to the membership
- Recommend, interpret, disseminate and enforce the MLS Rules and Regulations.
- Coordinate the development of MLS information in conjunction with the MLS providers in order to enhance the professional abilities of the Members.
- Serves in an advisory capacity to the FGCMLS Board of Directors regarding MLS policies, FGCMLS data use, and new partnerships and collaborations that deliver service to RPCRA members.

## MONITORS:

- NAR policy updates and changes relating to the MLS
- Meets as needed to complete tasks

# SWFLA MLS GROUP

## PURPOSE

To represent FGCMLS in the SWFLA MLS, ensuring the viability, administration, improvement, and quality control of the service to meet the needs of its members. MLS Representatives will serve as voting members in the group.

## COMPOSITION

Three members, MLS President, MLS Committee Chair, Association President and the MLS Director (non-voting).

## 2020 Strategic Goal:

Building relationships of relevance with Members/Providing the best tools so members can achieve life balance, financial independence, freedom, and happiness

Committing to the Success of all Members

Providing REALTORS® with the resources to deliver a superior consumer experience

# MLS PARTICIPANTS & SUBSCRIBERS

# PROFESSIONAL DEVELOPMENT COMMITTEE

---

## PURPOSE

The Professional Development Committee gives voice to the interests and needs of our members. They develop and provide a platform to assist RPCRA members in expanding their careers through Education. They review and evaluate professional development activities and provide reports to the Board of Directors. The Committee implements education procedures in accordance with RPCRA's Strategic Plan.

## RESPONSIBILITIES

- The committee members are responsible for reviewing the merit of all education content; verifying content accuracy, relevance and value.
- Recommend and review ideas and topics that may be developed into course offerings.
- Determine industry education needs and work with the Education Director to determine the best delivery method of the content.
- Solicit industry experts (member and nonmember) to address courses to meet specific needs for increasing membership through up-to-date and current educational content.
- Implement Designation and Certification courses
- Develop policies and processes for Board of Directors approval as they arise relevant to educational courses and/or programs.
- Develop instructors/presenters as well as recruit new instructors/presenters.
- Perform a quarterly review of the Education section of our website, specifically reviewing online content to determine industry relevance of our material.
- Bring to the attention of the Board of Directors any issues that require immediate action to implement the enforcement of the committee's area of responsibility.
- Evaluate all instructors based on established performance metrics

## COMMITTEE OBJECTIVES

- Enhance our education.
- Search for outstanding speakers.
- Build a quality webinar delivery process for those who need immediate, affordable education.
- Create a strong library of online content for members of RPCRA Develop a strategy of delivering online material that is basic, intermediate and advanced.
- Engage our member educators by encouraging participation within their area of interest and expertise. These will become Member Resources of RPCRA Education.
- Course offerings review
  - Instructor reviews
  - Development of new courses
  - Review and update of current courses

2020 Strategic Goal:

Committing to the Success of all Members

Support Broker Members

Empowering Realtors® - it is their Association

**REALTORS®**

# PROFESSIONAL STANDARDS COMMITTEE

---

## PURPOSE

Members of the committee to serve on hearing panels, as required; to hear matters of alleged ethical misconduct by board members, as referred by the Grievance Committee; or to decide arbitrations when invoked.

Committee should make recommendations to the Education Committee on courses that detail professional practice, etiquette, courtesies, and conduct.

## CHAIR

The Chair shall be appointed by the President.

When a case has been referred to a hearing by the Chair of Grievance Committee, the Chair sets a time, date, and place for the hearing, and recommends to staff those members of the committee who should comprise the hearing panel.

## MEMBERS

There shall be at least 18 members of the Professional Standards Committee who are members of the Board, appointed by the President subject to confirmation by the Board of Directors. They are appointed annually.

## DUTIES

1. Be thoroughly familiar with current editions of: (A) The Code of Ethics, NATIONAL ASSOCIATION OF REALTORS® (B) Interpretations of the Code of Ethics, NATIONAL ASSOCIATION OF REALTORS® (C) Bylaws of the Royal Palm Coast REALTOR®, Inc. (D) Code of Ethics and Arbitration Manual, NATIONAL ASSOCIATION REALTORS®, which will be provided annually to each committee member. (E) FGCMLS Rules and Regulations (F) Antitrust Compliance
2. When appointed to a hearing panel for ethics or arbitration, panel members shall be thoroughly familiar with the case in advance of the hearing.  
Panel members shall impartially hear cases and render a decision based on the facts presented using their If it is evident to a Hearing Panel Chair that a panel member has not thoroughly reviewed the case in advance of the hearing, it is the responsibility of the Chair to advise the panel member in private, of the importance of their role as a panel member and advance preparation
3. Failure to live up to the responsibilities of committee membership may lead to the dismissal from the committee by the committee chair with approval of the Board of Directors.
  - Must attend annual mandatory Professional Standards Training
  - Meets as needed

2020 Strategic Goal:

Enhancing the ethical behavior of Realtors®

## MEMBERS & CONSUMERS

# GRIEVANCE

---

## PURPOSE

The Grievance Committee receives ethics complaints and arbitration requests to determine, if taken as true on their face, a hearing is to be warranted. The Grievance Committee makes only such preliminary evaluation as is necessary to make these decisions. While the Grievance Committee has meetings, it does not hold hearings, and it does not decide whether members have violated the Code of Ethics. The Grievance Committee does not mediate or arbitrate business disputes.

## CHAIRMAN:

The Chair shall be appointed by the Association President.

## MEMBERS:

Members of the Grievance and Professional Standards Committee are required to take mandatory Professional Standards Training annually.

## DUTIES:

1. Be thoroughly familiar with current editions of: (A) The Code of Ethics, NATIONAL ASSOCIATION OF REALTORS® (B) Interpretations of the Code of Ethics, NATIONAL ASSOCIATION OF REALTORS® (C) Bylaws of the Royal Palm Coast REALTOR®, Inc. (D) Code of Ethics and Arbitration Manual, NATIONAL ASSOCIATION REALTORS® (E) FGCMLS Rules and Regulations (F) Antitrust Compliance.
  2. Failure to live up to the responsibilities of committee membership may lead to the expulsion by the committee chair with approval of the Board of Directors.
- Pre-requisite to serve on the Professional Standards Committee
  - Meets as needed

2020 Strategic Goal:

Enhancing the ethical behavior of Realtors

## MEMBERS & CONSUMERS

# TECHNOLOGY AND PRODUCTIONS COMMITTEE

---

## PURPOSE

To monitor and review emerging and existing Top Communication trends effectively communicate selections with our members and consumers. Support the all committees, engaging members and promoting the Realtor® brand.

## RESPONSIBILITIES

- To be a resource about current communication related to the real estate industry and Association:
- To stay up to date on the members changing concerns and needs communicating relevant topics
- Promote real estate professionals, and what resources (e.g., tools, training, support services) are available.

The Chair is appointed by the RPCRA President.

Meetings as needed

## 2020 Strategic Goal:

Building relationships of relevance and engage with Members

Facilitating interactive communications with Members

Communicating with Members efficiently in a manner of their choosing

## MEMBERS & CONSUMER

# YOUNG PROFESSIONALS NETWORK (YPN)

---

## PURPOSE

To be the voice of a fast-growing group of REALTORS® young professionals who are focused on personal growth, networking, and association involvement. The Young Professionals Network should be a diverse group culturally and geographically with a primary focus on helping young professionals engage in:

Association activities: Encourage young people to attend meetings and participate in committees at the local, state, and national level.

Advocacy: Encourage them to get involved in policy discussions and take an active role in advocacy. Peer

mentoring: Provide a way for young people to network and learn from one another, through both social events and education aimed at helping them enhance their real estate prowess and increase their survivability in a highly competitive industry.

Community: Become exceptional members of their community by setting a high level of REALTOR® professionalism and volunteering for causes they feel passionate about.

One-year terms. The Chair is appointed by the RPCRA President.

Meetings as needed

The Young Professionals Network will operate within the framework of the RPCRA Strategic Plan.

2020 Strategic Goal:

Advocacy

Education/Networking

## MEMBERS

# GLOBAL COUNCIL

---

## PURPOSE

To anticipate, analyze, and develop programs on global issues and opportunities; to develop ways to serve the specialized needs of members globally; to position RPCRA globally as an influential and authoritative representative of SW Florida real estate business and profession; to provide members with recognizable credentials and exposure within the global arena as well as an opportunity to be part of a global network that will generate business and contacts; to open up new real estate markets for RPCRA, Affiliates, and REALTOR® products and services.

## COMMITTEE OBJECTIVES

- Creating programs and events that motivate members to become more efficient in the global market, demonstrating our commitment to leadership and the greater REALTOR® community.
- Promoting Diversity
- Anticipating issues facing the industry and providing counsel in the event of a crisis to support the success of California almonds and the almond industry.
- Prepare recommendations to Board on programming needs and funding priorities
- Support strategic planning, oversight and program development for Reputation and Issues Management, Industry Communications, Industry Relations, and Education and Community Relations
- Ability to identify new relationships to assist in executing programs and events
- Promote NAR's CIPS designation and education designation

## MAKES RECOMMENDATIONS:

- To the Board of Directors on advocacy related communications to the membership
- Identify strategic partnerships
- Resources that would benefit the membership  
On educational collaterals (programs/resources) on relevant topics in order to add value to the membership

## MONITORS:

- Global policy as it relates to our profession set by NAR
- Meets as needed to complete projects or Assignments

2020 Strategic Goal:

**REALTORS®**

## AD HOC COMMITTEES

---

Ad Hoc Committees are formed for a specific task or objective, and dissolved after the completion of the task or achievement of the objective. Most committees (other than the standing committees) are of ad hoc type.

### AWARDS

The Awards Committee schedules one or two meetings at the discretion of the Awards Chair.:

- To actively seek and solicit nominations for awards offered by the RPCRA.
- To evaluate the nominees for each award and to select winners in each category.
- To review suggestions for new awards, develop criteria and guidelines, and make recommendations to the RPCRA Board of Directors.

### CANDIDATE AND CREDENTIALS COMMITTEE

Verifies qualification for position on the Board of Directors and publishes the Slate of Candidates for election by the membership. Two meetings.

### ELECTION TASK FORCE

The Election Committee verifies the integrity of the online voting application and the setup of the ballot. Collaborates once.

### LEADERSHIP PROGRAM/LEADERSHIP ACADEMY

The Chair and the Executive Committee guide Leadership Academy participants through a six-month program established by the Executive Committee within the Strategic framework.

### PRESIDENTIAL ADVISORY COMMITTEES (PACS)

As needed and appointed by the President.

### TECHNOLOGY AND TRENDS ADVISORY WORKGROUP

#### PURPOSE

To monitor and review emerging and existing Top Technology Trends related to or applicable in the real estate industry and effectively communicate selections to our members. Support the MLS Committee reviewing new applications to enhance the MLS system.

#### RESPONSIBILITIES

- To be a resource about current technology trends related to the real estate industry: what is and is not possible, and the real costs associated with it.
- To stay up to date on the members changing concerns and needs, and desires about a certain technology.
- To learn about the technological successes and failures of real estate professionals, and what resources (e.g., tools, training, support services) are necessary to improve and move forward.

The Chair is appointed by the RPCRA President.  
Meetings as needed



# ROBERTS RULES

# ROBERTS RULES OF ORDER

ABBREVIATED Adapted from: <http://www.robertsrules.org/rulesintroprint.htm>

## WHAT IS PARLIAMENTARY PROCEDURE?

It is a set of rules for conduct at meetings that allows everyone to be heard and to make decisions without confusion. It's a time-tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization.

## SAMPLE ORDER OF BUSINESS:

1. Call to order and roll call of members
2. Present the Agenda
3. Consider minutes of last meeting—vote to accept amended minutes.
4. Special orders—important business previously designated for consideration at this meeting
5. Business--motions
6. Announcements
7. Adjournment

## PRESENTING MOTIONS:

1. Obtain the floor
2. Make a motion--avoid personalities and stay on subject.
3. Wait for someone to second the motion.
4. Another member will second the motion or the Chairman will call for a second--if there is no second to motion it is lost.
5. The Chairman restates the motion.
6. Debate—concise and focused on content of motion.
7. Keep established time limits.
8. Put the question to the membership--if there is no more discussion, a vote is taken.

**Note:** Motion to Table -- This motion is often used in the attempt to "kill" a motion. The option is always present, however, to "take from the table", for reconsideration by the membership.

## VOTING ON A MOTION:

1. By General Consent -- When a motion is not likely to be opposed, the Chairman says, "if there is no objection ..." The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote.
2. By Voice -- The Chairman asks those in favor to say, "aye", those opposed to say "no". Although "voice" is preferred, any member may move for an exact count.
3. By Ballot -- Members record their votes; this method is used when secrecy is desired.

In summary, parliamentary procedure is an effective means to get things done at your meetings. But, it will only work if you use it properly.

1. Allow motions that are in order.
2. Have members obtain the floor properly.
3. Obey the rules of debate—stay focused

Most importantly, **BE COURTEOUS.**

