

**GREATER PHILADELPHIA  
ASSOCIATION  
OF REALTORS®  
(GPAR)**

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**POLICIES  
AND  
PROCEDURES MANUAL**

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**2013 UPDATE**

**(DIRECTORS, OFFICERS, COMMITTEE CHAIRS & VOLUNTEERS)**

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## **WELCOME LETTER**

WELCOME!

Congratulations on your new position with the Greater Philadelphia Association of REALTORS®.

You are about to assume a role that will classify you as a leader of GPAR, committed to the best interests of the public and to the welfare of your members. As a new leader, you are entering a new adventure in camaraderie -- friendship that comes only through service, cooperation and sharing with each other.

This manual has been developed to assist you to assume effective leadership in your Association.

Please review this Manual carefully so that you will become acquainted with the established policies and procedures, staff functions and other valuable data. Keep it as a handy reference and please provide suggestions as to how we can improve your manual to assist you with your leadership position.

Remember, volunteer leaders are the backbone of the organization. THE SECRET OF LIVING IS THE ART OF GIVING, and so to you this year comes the privilege of giving, and learning that lasting happiness comes through the investment of your time, and your unselfish interest in the lives of others.

Thank you for your service to the Association and best of luck.

Sincerely,

Diane A. Lucidi  
Chief Executive Officer

## **WHAT IS GPAR**

The Greater Philadelphia Association of REALTORS® (GPAR), founded in 1908 as the Philadelphia Real Estate Brokers Association, has grown to become the most influential professional real estate association in Philadelphia.

The Association has always been an advocate of private property owners, as well as an ardent crusader against government spending and unnecessary real estate tax increases. A real estate license law, drafted by the Board and passed by the Pennsylvania legislature in 1929, became a model for similar laws adopted in other states.

In 1995, PBR became the Greater Philadelphia Association of REALTORS® to reflect the growing scope of its members and services. GPAR continues to be a unifying force for its members, and is still active in such issues as the anti-graffiti effort and real estate tax assessment.

In April 2000, GPAR succeeded in its legislative attempts promoting the constitutional right to hang "SOLD" signs in Philadelphia. That same year, ten-year real estate tax abatements for new residential construction, home improvements and commercial, industrial and deteriorated properties were reached legislatively. The Association has recently supported legislation written by the Philadelphia City Controller's Office examining the implementation of a Land Value Tax. It is strongly believed that this form of taxation can eliminate onerous taxes such as the wage tax, real estate tax, business privilege taxes, etc. As of April 11, 2002, GPAR was instrumental in a major campaign to lower the city wage tax and successfully lobbied Philadelphia City Council resulting in a 16-0 unanimous decision to pass the legislation.

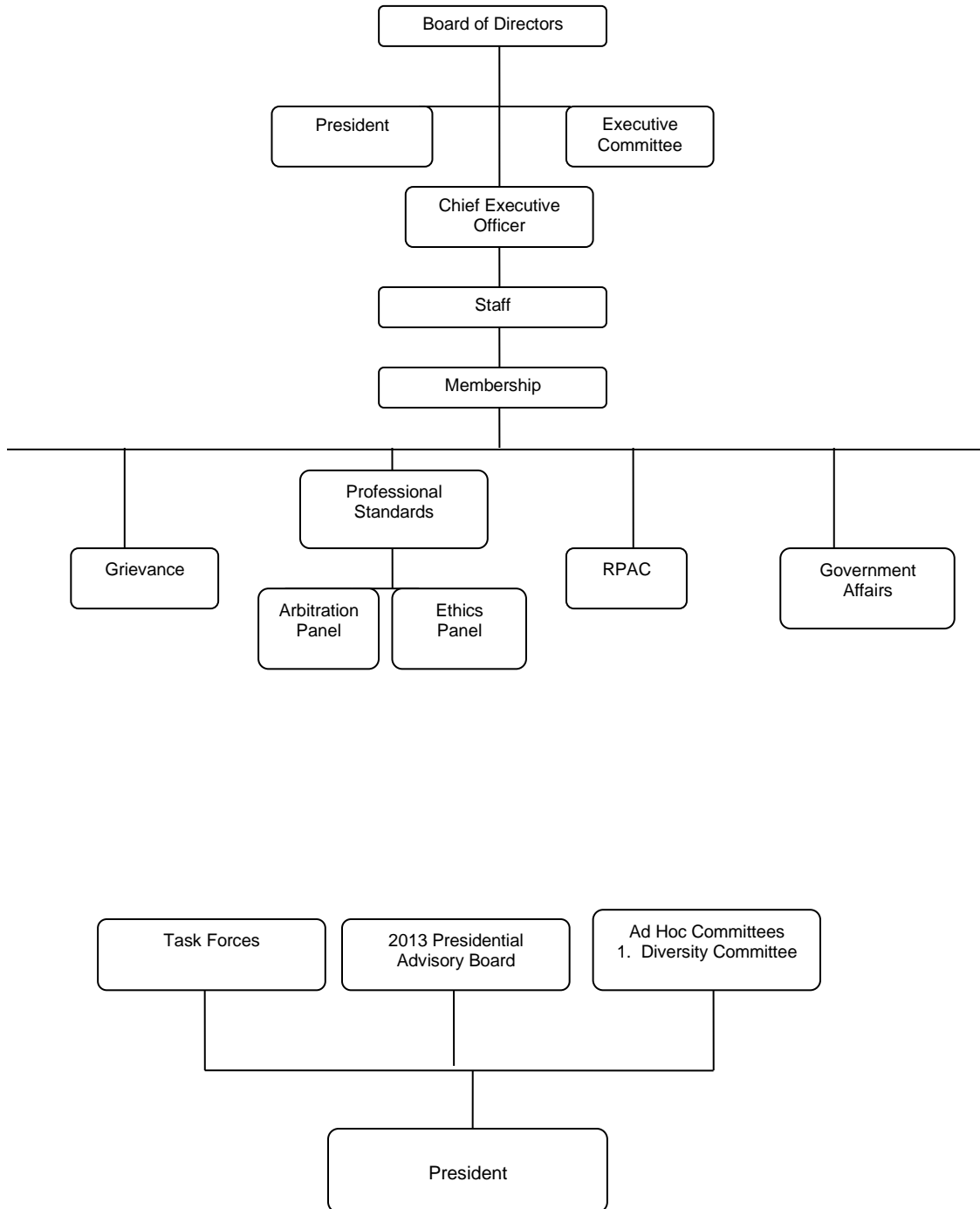
GPAR has formed strong relationships with many city agencies in its attempt to promote and advocate private property rights and homeownership in Philadelphia.

GPAR works to give back to the community and polices its own members by holding ethics hearings in response to consumer complaints.

The Greater Philadelphia Association of REALTORS® is a membership organization whose purpose is to provide education, information, and legislative monitoring for licensed real estate professionals and related service providers in the Greater Philadelphia area.

The Mission of the Greater Philadelphia Association of REALTORS® is to enhance the ability and opportunity of its members to conduct their business successfully and ethically, and to promote the preservation of the right to own, transfer and use real property.

# GPAR ORGANIZATION CHART



## **GPAR MEETING POLICY STATEMENT**

### **POLICY STATEMENT TO BE READ AT THE BEGINNING OF EACH BOARD OR COMMITTEE MEETING**

The Policy of The Greater Philadelphia Association of REALTORS® is to adhere to all laws and to encourage and insist that members faithfully adhere to these laws at Association meetings and avoid even the appearance of unlawful action.

Thus, in the conduct of this meeting, there will not be any action or discussion concerning any preference, limitation, or discrimination in regard to housing or commercial or business property based upon race, color, sex, religion, ancestry, national origin, handicap or disability, sexual orientation, marital status, age, presence of children, legal sources of income, the use of a guide animal due to blindness or deafness, the use of support animals due to physical handicaps, or the handler or trainer of support or guide animals.

Likewise, there will be no action or discussion concerning:

the fixing, the establishment or maintenance of any rate amount of commission or other fees for the sale, lease or management of real estate, or the urging, recommending or suggesting, that any member or person adhere to any rate or amount of commission;

or

the taking of punitive action against any member or others where such action is based upon a member's failure or refusal to adhere to any rate or amount of commission;

or

the interfering with or limiting Board members from maintaining part-time salespeople or interfering with the terms of the relationship between members and their salespeople;

or

the fixing, maintaining, suggesting or enforcing any division or split of commission between selling and listing broker, or the refusing to receive, process or distribute a listing because of the rate or amount of commission;

or

the boycotting, agreeing to boycott or threaten to boycott any person.

## THE ABCS OF BOARDSMANSHIP

Serving on an association, chamber or charity board of directors comes with significant responsibilities. Every new volunteer leader desires to join a highly effective board that has a legacy of achievement --- while members and stakeholders have high expectations of the board of directors.

The *ABCs of Boardsmanship* acquaints directors with key concepts essential to a highly effective board.

**Attendance** – Make time to attend the meetings. Honor your commitment to be a good board member. Protect the time and dates to attend every meeting in accordance with expectations and bylaws requirements.

**Authority** – Authority for the board’s actions come from the bylaws. Avoid overstepping the limits of a director’s authority.

**Articles of Incorporation** - The articles are filed with a state agency, outlining the governance of the organization. Articles tend to be more general and bylaws more specific.

**Audit** - An assessment of the finances and financial operations conducted by a competent, independent and objective person. Often described as an audit, review or compilation; determined by the board.

**Apparent Authority** – A Supreme Court case cautions board members to be mindful of how they represent themselves as leaders. Follow the lines of authority for speaking for the organization. The safest response to press, “I can’t speak for the organization but I can give you my personal opinion.”

**Audiences** – Every organization has multiple audiences. Consider the various *external* and *internal* audiences.

**Ad Hoc Committee** – A temporary committee with a narrow focus. (See Task Force, Standing Committee.)

**Agenda** – An agenda guides board meetings. If you want to add an item to the agenda, find out the preferred methods and deadlines for adding issues. There may deadlines or protocols to follow. Committee must vet many issues before reaching the board table.

**Antitrust** – When two or more people in the same industry or profession get together to discuss business practices, there is possibility of violating antitrust laws. Penalties can exceed millions of dollars.

**Affinity Program** – The board may recommend as preferred or sponsored program to the members. It should be mission related. (See Endorsed Programs)

**Bylaws** – The bylaws describe a relationship with the members and stakeholders. They grant authority for the board’s roles and actions.

**Budget** – The itemized summary of estimated income and expenditures for the year. The budget allows directors to monitor performance.

**Business Plan** – While the strategic plan guides the board of directors, a business plan describes the action steps and accountability for staff and committees. The business plan supports the longer-term strategic plan.

**Conflicts of Interest** – Boards should avoid any image of conflicts of interest. For example, if the board is voting on buying insurance, and a director's spouse is an insurance agent, the potential conflict should be disclosed before or during the discussion and vote.

**Committees** – The board uses committees to achieve results. Be sure charges to committees are precise; and respect their efforts. The board should avoid conducting committee work at the board table.

**Culture** – Cultural expectations develop over time in every organization. If the board doesn't communicate expectations, ask about them. For example, do meetings start and end of time? Is the board expected to wear multiple hats such as fund raising and publicity, in addition to director duties? Who has authority to speak for the organization? Are their dress code expectations? Turn to the experienced directors for guidance.

**Collaboration** – Organizations often partner with entities having mutual interests. Be aware of allied and competitive organizations --- and how

partnerships might evolve. Avoid creating a silo or isolation.

**Confidentiality** – Most of the work of the board should be treated with confidentiality. Do not assume that it is OK to disclose board actions and discussions without knowing the proper channels and carefully crafted messages.

**Documents** – Directors receive many documents to read and act upon. The information is for governance and should not be shared outside the board meeting in most cases. Establish a system or notebook to manage documents. With the exception of personnel records, most organization documents are available to directors upon request.

**Designation** – Nonprofit organizations are assigned a designation by the IRS; most commonly referenced as a "501(c)#."

**Duties** – Legal obligations applicable to directors, including Duty of Care, Obedience and Loyalty.

**Effective Leadership** – Commit to being an effective leader at the onset. Envision achievements that will create a legacy of leadership for the board of directors. Don't miss the opportunity to work as a team and become a highly effective board.

**Environmental Scan** – The board has a responsibility to monitor the external influences on the organization. Do opportunities and threats exist that may impact the organization? (Often referenced as SWOT – a review of



organization Strengths, Weaknesses, Opportunities and Threats.)

**Evaluation** – Assessment should be a continuous process. Identify the benchmarks and performance measures for evaluation. A role of the board is to conduct the performance review of the chief paid officer. Some boards conduct evaluations of board effectiveness, as well.

**Endorsements** – Some boards select preferred programs and services to recommend to members. Most endorsements result in royalty income.

**Executive Director** – Nonprofit organizations rely on a chief paid staff position to serve as the executive director. The title has evolved to executive vice president or president and CEO.

**Executive Committee** – A subgroup of the board of directors with authority for making decisions in the interim between board meetings.

**Executive Session** – A closed door session of the board without staff or guests present.

**Engagement** – Board meetings are not the place for distractions. Turn off digital distractions. Prepare by reading materials, making calls to committees and staff with questions, and by being ready to participate in discussions.

**Fiduciary Responsibility** – Directors are responsible for overseeing finances and resources. When it comes to finances, ask pertinent questions. If financial reports are not clear, bring in the organization's CPA.

**Form 990** – See IRS Information Return.

**Governance** – There is a distinction between board and staff roles. Some directors inappropriately slip into a management role. Governance has its roots from the word, "steering." A director's role is to set the destination and direction; let the staff use their administrative skills to decide how to best reach the destinations.

**Goals** – The board must advance the mission and strategic goals. It's not about a current year theme. Most organizations set 3 to 7 goals or competencies, identified in the strategic plan.

**Have fun** – Volunteers have various reasons for serving on committees or the board. Some want to give back to the industry through the organization while others would like to promote their business or career. Whatever the reason, try to incorporate memorable activities amongst the work.

**Honesty** – One of the most important values that should characterize the board and its actions.

**Insurance** – Board insurance coverage is referred to as "D & O" - directors and officers' liability. Common insurance coverages for nonprofit organizations include general liability, meeting cancellation and a fiduciary bond to cover fraud or acts of dishonesty.

**IRS Information Return** – The Internal Revenue Service requires nearly all associations, chambers and charities to file an annual information return; also

known as Form 990. The document is a public record.

**Investments** – Most organizations utilize a conservative investment schedule and respective funds.

**Job Descriptions** - The roles and responsibilities for board members, officers and committees should be in writing and clearly understood.

**Knowledge** – There is a concept called knowledge-based governance. It suggests that directors make their decisions based on *data and evidence*, not gut reactions of the moment. Knowledge is power while serving on a board. Directors should prepare for meetings by understanding the agenda items and the support information.

**Leadership Development** – A responsibility of the board is to continually develop new leaders to ascend to board and officer positions. The board should develop leadership development programs, effective orientation, and encourage volunteers to move up the leadership ladder.

**Leadership Manual** – Information is essential to board service. Many boards are provided with an extensive leadership manual or board book.

**Letter of Determination** – A public document from the IRS indicating that the organization is exempt from paying federal income tax.

**Mission Statement** – Every organization has a mission. It corresponds to the statement of purpose submitted to the IRS. Directors should be able to articulate the mission or at least have quick access when asked

about the organization's purpose. Other elements of the organization's brand or *public image* include the logo, tagline, vision and values.

**Non-Profit** – Non-profit is a designation of the organization by a government agency. It does not mean the organization can't make a profit. Directors must remember successful organizations need to be run like a for-profit business and that excess revenue (a.k.a. "profit") is necessary.

**Non-Dues Revenue** – Membership organizations rely heavily on dues income from members. Other income sources make up the non-dues revenue portion.

**Organization Documents** – Directors must be aware of the organization's primary governing documents, including the statement of purpose, articles of incorporation, bylaws and policies.

**Orientation** – The process to acquaint them with the organization, roles, responsibilities, culture and strategic direction.

**Policies** – Policies are the wisdom of the board adopted to guide future leaders and to interpret the bylaws and articles. Policy changes and adoption are normally done at board meetings by a motion of the directors, while changes to the bylaws often involve a membership vote. Policies are maintained in a policy manual.

**Public Records** – Nonprofit organizations have specific records that must be made available upon request to the public; mostly IRS documents.

Steep fines apply for denial of public records.

**Publications** – Organizations communicate with members and stakeholders through newsletters or magazines. Board members should read the publications thoroughly so they are aware of the issues and events being communicated.

**Quorum** - The minimum number of persons on a board or committee, usually a majority, who must be present to conduct business. Check the bylaws for the quorum requirements.

**Rules of Order** – The written rules of parliamentary procedure detailing the processes used by the board to make decisions. Often referenced in the bylaws as Roberts Rules of Order. Directors should familiarize themselves with the procedures and protocols regarding meeting conduct.

**Risk Management** – The board is ultimately responsible for safeguarding the organization.

**Reserves** – An organization should establish a reserve fund, in case of crisis or urgency. A common minimum standard is to have an amount equal to half of the gross income in reserve.

**Revenue Sources** – The board should understand the various revenue sources and help to generate income. Organizations are increasing reliance on non-dues revenue. Fund raising is often a key role of the board.

**Record Retention** – The policy guide for retaining and destroying organization records.

**Strategic Plan** – One of the most important tools a successful organization can have is a clear plan for short-term and long term goals. Strategic planning should include the leadership as well as key-volunteers and chairs. Planning should not be performed in a vacuum and most importantly should not be shelved when the plan is developed. Review and refinement should be an ongoing process.

**Speaking for the Organization** – There are lines of authority and carefully crafted messages or positions in the organization. Before assuming it is appropriate to speak, testify or be interviewed, check with the board chairman or executive director.

**Staff Liaisons** – Committees may be assigned a staff member to serve as a liaison and resource.

**Standing Committee** – A permanent committee of the organization, often identified in the bylaws and serving the entire length of the board's term (as opposed to an ad hoc committee or task force.)

**Subsidiary** – Nonprofit organizations are more complex as they form subsidiaries to achieve their goals. Common subsidiaries include a political action committee, for profit subsidiary or a foundation. Directors must understand the relationship of the parent board of directors to subsidiaries.

**Term Limits** – Limiting the number of years or terms a director can serve has a favorable impact. It invites others to move up the leadership ladder and

avoids a person dominating the organization by serving beyond their value.

**Time** – Volunteers' contribution of time is a valuable gift. Show respect for each person's time by only holding meetings that have significant business, starting and ending meetings on time, and thanking volunteers.

**Task Force** – A temporary committee to accomplish a narrowly defined task for activities. Also known as an ad hoc committee. Both are different from a standing committee.

**Unrelated Business Income Tax** – Also known as UBIT, a mechanism for the IRS to determine if the income in a nonprofit organization is outside of its mission statement. Common triggers for UBIT – if a profit is shown – are advertising, rent and/or royalties.

**Understand your Role** – Volunteer leaders should understand their board roles and how they are *distinct* from staff responsibilities.

**Vision** – The vision statement is an inspirational expression of what success will look like in the long term. For example, the organization will be the primary resource representing 100 percent of the potential members by 2020. Or, "ending a disease so there is no longer a need for the organization."

**Values Statement** – The core principles that guide board and staff. For instance, transparency, or diversity, may be key values worth stating as principles guiding actions of the organization.

**Whistleblower** – A whistleblower is a person who reveals wrongdoing in an organization to persons of authority. Boards should have a process for handling disclosures of wrongdoing.

**Website** – Board members should be fully acquainted with all aspects and information on the website. Make time to study it; bookmark it as a "favorite."

**Xrs** – Whether you call them the X generation, millennials or baby busters, every generation has characteristics of their own. A board is composed of directors representing various generations and age categories. Be cognizant that their time commitments, interests and communications styles will vary.

**Young Leaders** – A board's succession relies attracting young and diverse leaders. The board and a nominating committee must purposely identify future leaders.

**Zeal** – Bring a passion to the board table. Directors should have a clear vision of success to characterize their term of office.

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<http://www.nonprofitcenter.com>

## THE 6 GOLDEN RULES OF MEETING MANAGEMENT

Meetings are unpopular because they take up time--usually that of many people. However, there are good meetings and there are bad meetings. Meetings can be an excellent use of time when they are well-run. Unfortunately, the converse is also true, and it seems that time-wasting, poorly run meetings are far too common.

This article describes 6 rules of meeting management that can help make meeting more productive and less frustrating. Each of the rules requires commitment from all participants.

**Golden Rule #1:** *Run your meetings as you would have others run the meetings that you attend.*

This is the most fundamental Golden Rule of Meeting Management. Running an effective meeting--or being a good meeting participant--is all about being considerate of others. All the other Golden Rules of meeting management flow from this principle.

**Golden Rule #2:** *Be prepared and ensure that all the participants can be as well.*

Distribute the meeting agenda a day before the meeting and make sure everyone has access to any relevant background materials. Participants, of course, have the obligation of reviewing the agenda and background materials and arriving at the meeting prepared. If the meeting organizer has not provided information about the objectives of the meeting, the participants should take the initiative to ask. No one should arrive at a meeting not knowing why they are there and what is supposed to be accomplished.

If there is nothing to put on the agenda, the organizer should ask him/herself whether there really needs to be a meeting.

**Golden Rule #3:** *Stick to a schedule.*

Start the meeting on time and end it on time (or even early). Starting on time requires discipline by the organizer and the participants. Arriving late shows a lack of consideration for all those who were on time. but if all participants know that the organizer is going to start the meeting right on time, there is a much greater likelihood that everyone else will make the effort to be punctual.

Finishing in a timely manner is also crucial. If everyone agreed that the meeting would last an hour, the meeting should not run any longer than that. Keeping the agenda realistic is important, of course. Finally, if only 20 minutes are required to accomplish the meeting objectives, the meeting should end after only 20 minutes. It would be a waste of everyone's time to let it go on any longer than that.

The time for which the meeting is scheduled is also important. Scheduling regular meetings for inconvenient times (e.g. after the end of the official work day) can have a very negative impact on morale. Emergencies are a reality for most organizations and may necessitate meetings at odd times, but routine meetings should be scheduled at a time that is reasonably convenient for the participants.

**Golden Rule #4:** *Stay on topic.*

Most groups have at least one person who tends to go off on a tangent or tell stories during meetings. Whether this is the organizer or one of the participants, all meeting participants have the responsibility of gently guiding the meeting back to the substantive agenda items. This should not be done at the expense of all levity, of course, as that is an important ingredient for esprit de corps. Also, storytelling

can be very useful if it is being used deliberately as a coaching or teaching tool. As a rule, however, someone needs to guide the discussion back to the agenda if the meeting becomes clearly off track.

**Golden Rule #5:** *Don't hold unnecessary meetings.*

Carefully assess how often routine meetings really need to be held. For example, if you have daily staff meetings, how productive are they? Can they be held less frequently? Or, perhaps, can they be held standing up someplace and kept to a few minutes? Staff meetings are crucial vehicles for maintaining good communication in the office, but it is important to find the right balance between good communication and productive uses of time.

**Golden Rule #6:** *Wrap up meetings with a clear statement of the next steps and who is to take them.*

If any decisions were made at the meeting (even if the decision was to "study the issue more") the meeting organizer should clearly summarize what needs to be done and who is going to do it. If the organizer fails to do this, one of the participants needs to speak up and request clarification of the next steps. This is crucial. If the participants leave the meeting and no one is accountable for taking action on the decisions that were made, then the meeting will have been a waste of everyone's time.

These simple rules can go a long way in making meetings more productive. Implementing them is not always easy, as they require preparation and discipline, but doing so can make a huge difference to the productivity of your organization.

This material is reprinted for instructional purposes from [www.GovLeaders.org](http://www.GovLeaders.org)

# **PARLIAMENTARY PROCEDURE**

## **Introduction to Robert's Rules of Order**

1. **What is Parliamentary Procedure?**
2. **Why is Parliamentary Procedure Important?**
3. **Example of the Order of Business**
4. **Motions**
5. **Types of Motions**
6. **How are Motions Presented?**
7. **Voting on a Motion**
8. **Special Motions**

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### **1. 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.

### **2. Why is Parliamentary Procedure Important?**

Because 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. Today, Robert's Rules of Order newly revised is the basic handbook of operation for most clubs, organizations and other groups. So it's important that everyone know these basic rules!

### **3. Example of the Order of Business**

Organizations using parliamentary procedure usually follow a fixed order of business.

Below is a typical example:

1. Call to order.
2. Roll call of members present.
3. Reading of minutes of last meeting.
4. Officer's reports.
5. Committee reports.
6. Special orders --- Important business previously designated for consideration at this meeting.
7. Unfinished business.
8. New business.
9. Announcements.
10. Adjournment.

### **4. Motions**

The method used by members to express themselves is in the form of moving motions. A motion is a proposal that the entire membership take action or a stand on an issue. Individual members can:

1. Call to order.

2. Second motions.
3. Debate motions.
4. Vote on motions.

## 5. Types of Motions

There are four Basic Types of Motions:

1. Main Motions: The purpose of a main motion is to introduce items to the membership for their consideration. They cannot be made when any other motion is on the floor, and yield to privileged, subsidiary, and incidental motions.
2. Subsidiary Motions: Their purpose is to change or affect how a main motion is handled, and is voted on before a main motion.
3. Privileged Motions: Their purpose is to bring up items that are urgent about special or important matters unrelated to pending business.
4. Incidental Motions: Their purpose is to provide a means of questioning procedure concerning other motions and must be considered before the other motion.

## 6. How are Motions Presented?

1. Obtaining the floor
  - a. Wait until the last speaker has finished.
  - b. Rise and address the Chairman by saying, "Mr. Chairman, or Mr. President."
  - c. Wait until the Chairman recognizes you.
2. Make Your Motion
  - a. Speak in a clear and concise manner.
  - b. Always state a motion affirmatively. Say, "I move that we ..." rather than, "I move that we do not ...".
  - c. Avoid personalities and stay on your subject.
3. Wait for Someone to Second Your Motion
4. Another member will second your motion or the Chairman will call for a second.
5. If there is no second to your motion it is lost.
6. The Chairman States Your Motion
  - a. The Chairman will say, "it has been moved and seconded that we ..." Thus placing your motion before the membership for consideration and action.
  - b. The membership then either debates your motion, or may move directly to a vote.
  - c. Once your motion is presented to the membership by the chairman it becomes "assembly property", and cannot be changed by you without the consent of the members.
7. Expanding on Your Motion
  - a. The time for you to speak in favor of your motion is at this point in time, rather than at the time you present it.
  - b. The mover is always allowed to speak first.
  - c. All comments and debate must be directed to the chairman.
  - d. Keep to the time limit for speaking that has been established.
  - e. The mover may speak again only after other speakers are finished, unless called upon by the Chairman.
8. Putting the Question to the Membership



- a. The Chairman asks, "Are you ready to vote on the question?"
- b. If there is no more discussion, a vote is taken.
- c. On a motion to move the previous question may be adapted.

## 7. Voting on a Motion

The method of vote on any motion depends on the situation and the by-laws of policy of your organization. There are five methods used to vote by most organizations, they are:

1. By Voice -- The Chairman asks those in favor to say, "aye", those opposed to say "no". Any member may move for a exact count.
2. By Roll Call -- Each member answers "yes" or "no" as his name is called. This method is used when a record of each person's vote is required.
3. 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.
4. By Division -- This is a slight verification of a voice vote. It does not require a count unless the chairman so desires. Members raise their hands or stand.
5. By Ballot -- Members write their vote on a slip of paper; this method is used when secrecy is desired.

## 8. Special Motions

There are two other motions that are commonly used that relate to voting.

1. 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.
2. Motion to Postpone Indefinitely -- This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

Parliamentary Procedure is the best way 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. Speak clearly and concisely.

**Obey the rules of debate.**  
**Most importantly, *BE COURTEOUS.***

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## **OFFICER POLICIES AND PROCEDURES**

The Board of Directors sets the general policies and goals of the organization. The Executive Officer reports solely to the Board of Directors.

### **CHIEF EXECUTIVE OFFICER**

1. The Chief Executive Officer will see that the policies and goals set by the Board of Directors are carried out to completion by taking necessary action and developing activities true to the Board's mission. The Board of Directors will respect the authority given to the Chief Executive Officer.

2. The Chief Executive Officer has the fiduciary responsibility to never allow or cause to be performed any act which is unlawful, insufficient to meet commonly accepted business and professional ethics or in violation of funding sources requirements or regulatory bodies or contrary to explicit Board constraints on executive authority.

3. Should the Chief Executive Officer see a situation in which a committee or individual is violating the responsibility given by the Board of Directors, it will be reported to the Directors for their action. The Directors have the fiduciary responsibility to correct the problem and make certain that all policies are strictly followed.

The Chief Executive Officer is the single official link to the operating organization. She or he is accountable for accomplishing the goals of the organization. The Board of Directors sets and governs the policies. The Chief Executive Officer is responsible for:

1. The execution of the policies through staff assignments, and the monitoring of the committees/taskforces and reporting to the Board of Directors on their progress or problems.

2. The office administration within the boundaries of prudence and ethics established by the Policies and Procedures.

3. Keeping the President informed on problems and situations as they arise.

4. Preparing agendas and other information as necessary or requested by the President.

5. Seeing that any routine correspondence and secretarial assistance on Association matters, need by the President, are provided by the staff.

Chief Executive Officer performance will be considered to be synonymous with organizational performance.

## **PRESIDENT**

The President shall be the chief elected officer of the Greater Philadelphia Association of REALTORS® and shall provide competent leadership in achieving the goals set forth by the Board of Directors. The President shall:

1. Appoint and remove all committee chairpersons and committee members reporting to the Board of Directors. Appointments for the next calendar year will be assigned before the beginning of the year of his/her term. It is acceptable for committees to have co-chairperson appointments as the President elects.
2. Establish or dissolve any additional committees, advisory groups or taskforces as necessary, subject to approval of the Board of Directors.
3. Serve as ex-officio member of all committees and will receive meeting notices and minutes.
4. With the Chief Executive Officer, insure that each committee is working properly to achieve the goals of the organization by asking for written reports outlining the objectives of the committee for the year, and by requesting periodic meetings with the chairmen to see that those objectives are being reached.
5. Plan for and preside over all meetings of the Board of Directors and general membership.
6. Regularly meet with the Executive Vice President to discuss issues relevant to the organization and to plan the agendas for all Executive Committee, Board of Directors and general membership meetings.
7. Along with the Chief Executive Officer, sign any checks, documents and contracts approved by the Board of Directors.
8. Represent the Greater Philadelphia Association of REALTORS® and National Association of REALTORS® at their meetings, within budgetary constraints.
9. Represent the Greater Philadelphia Association of REALTORS® as official spokesperson, acting in the name of the organization, subject to the Board of Directors. In such capacity, the President will speak for the association and not as an individual REALTOR®.
10. Submit President Messages for the GPAR Gazette when need arise.
11. Make a presentation at each orientation program.
12. Keep the Chief Executive Officer informed on all activities and decisions affecting the Board.

13. Refer to the Chief Executive Officer for standard procedures regarding requests from the members.

14. Submit bills for reasonable routine and approved special expenses incurred during his/her term of office.

### **PRESIDENT ELECT**

In the absence of the President, the President Elect shall perform the duties of the President.

The President Elect shall also:

- a. Attend all meetings of the Executive Committee and Board of Directors.
- b. When called on by the President, represent GPAR.
- c. Begin planning with the Chief Executive Officer for the coming year as President.
- d. Attend GPAR Committee or task force meetings when possible so as to be informed on the issues and programs.
- e. Attend as many PAR and NAR meetings possible.
- f. Regularly meet with the President and Chief Executive Officer to discuss issues relevant to GPAR and participate in the selection of committees/task forces and their leadership.

### **FIRST VICE PRESIDENT**

In the absence of the President and the President Elect, the First Vice President shall perform the duties of the President.

The first Vice President shall also:

- a. Attend all meetings of the Board of Directors.
- b. When called on by the President, represent GPAR.
- c. Assist the President Elect with planning for the coming year.
- d. Attend GPAR Committee or task force meetings when possible so as to be informed on the issues and programs.
- e. Attend as many PAR and NAR meetings possible.

## **SECRETARY**

In the absence of the President and the President Elect, the Secretary shall perform the duties of the President.

The Secretary shall also:

- a. Sign any official contracts or instruments which the Board of Directors has authorized to be executed, when requested.
- b. Attend as many committee meetings as possible to keep informed on all issues and programs of GPAR.
- c. Attend PAR and NAR meetings when possible.
- d. Perform other duties as required by the Board of Directors.

## **TREASURER**

The Treasurer shall:

- a. Be the chairperson of the Finance Committee.
- b. Work closely with the Chief Executive Officer and the staff to help insure the accurate accounting of all funds, securities and assets.
- c. Review with the staff the monthly financial statements for presentation to the Board of Directors.
- d. Serve as a member of the Executive Committee.
- e. Work with the Chief Executive Officer in the preparation of the annual budget.
- f. Submit to the Board of Directors, for approval, the audit as prepared by the Association accounting firm.
- g. Perform other duties as requested by the President and Board of Directors.

## **LEGAL COUNSEL**

1. Be available by conference phone or attend meetings of the Executive Committee and Board of Directors to provide legal advice as required.
2. Review Association activities which concern policy, bylaws, rules and regulations or special legal needs.
3. Review all Association forms, contracts, documents, etc.
4. Be available to the Chief Executive Officer, President and GPAR staff for consultation on matters which may have legal or ethical ramifications.
5. Apprise Chief Executive Officer and President of changes in law, regulations, etc. which could have impact on the association and/or the real estate industry.
6. Represent GPAR, when requested, in any litigation to which it might be a party.
7. When requested, represent or be present in any contract negotiations between GPAR and various suppliers of services, products, etc.
8. Respond to member's inquiries received from the President or Chief Executive Officer.
9. Assist with Ethics and Arbitration matters and attend hearings as specially scheduled.
10. Submit communications to the Chief Executive Officer and the President with copies to GPAR staff, other officers, committee chairs or volunteers as appropriate.

# **COMMITTEE POLICIES AND PROCEDURES**

## **COMMITTEE FUNCTIONING**

### A. Purposes of Committees:

Committees are the life blood of the Association.

Committees:

1. Accomplish much of the work of the Association.
2. Influence the members and allow the members to influence the Association.
3. Are part of the system of accountability in the Association. The chain of accountability is crucial to success.

### B. Role of the Committee Chairperson:

1. Conducts meeting/prepares agenda with staff.
2. Keeps the meeting to a specific time frame, respecting the schedules of the volunteer members.
3. Keeps to the subject matter outlined on the agenda.
4. Supports the functioning of the committee.
5. Provides the framework within which the committee operates.
6. Provides clear assignments and material in advance.
7. Responsible for an orderly committee process, including soliciting the participation of all committee members.
8. Reviews and take inventory of previous committee issues.
9. Primarily accountable to the President.
10. Makes certain that the committee members understand their relationship to the staff and the correct protocol to follow when dealing with the Members.
11. Educates the committee members to respect the staff and the privacy of their offices.
12. Submits regular reports to the President.
13. Writes articles for the GPAR Gazette from time to time, as requested.

### C. Role of the Staff Person to the Committee:

1. Agenda setting.
2. Supports the functioning of the committee and chairperson.
3. Provides materials in timely fashion.
4. Serves as an information resource to the committee and chairperson.

5. Provides continuity – what the committee has done in prior years and commitments made by the committee.
6. Provides information to Chief Executive Officer and other staff on the activities of other committees to insure that work is not duplicated and that committees do not function at cross purposes.
7. Contributes from his/her expertise in association management and operations regarding policy guidance.
8. Carries out the direction of the committee.

D. Relationships:

In order for committees to be consistently effective, the staff member's primary accountability must be to the Chief Executive Officer. The secondary accountability is to the Committee Chairperson. In that way, the integrity of the staff structure can be maintained, the Chief Executive Officer can be held accountable for the functioning of the association, committee assignments can be made appropriately, and staff members can be held accountable for properly serving the committees they staff. The Chief Executive Officer can deal with conflicts between the Committee Chairperson and the staff member serving the committee.

Committee goals should be set jointly by the Chairperson and the staffer involved.

Agendas are key. Agendas should be developed jointly by the Chairperson and the staff well in advance of the meeting and sent out to the committee members prior to the meeting. That agenda should include the purpose of the meeting and the results to be achieved together with the items to be taken up and approximate times allotted for each item. Agreement of time and items is crucial. In this way, committee members will know what to expect, can better prepare for the meeting and will function more effectively in the meeting.

A meeting summary should be developed and sent out to the committee within a week to ten days of the meeting. Summaries of key points, votes, and assignments are much more useful than minutes and will be shorter.

While serving the Board of REALTORS® as a member of a committee or instructor of a program, care should be taken to keep the meeting or program "company neutral." No mention of specific real estate or affiliate firms should be made. In that capacity, members should be serving the organization and not their own businesses. There should never be the implication that a member is using the Association for the purpose of self promotion.

E. Co-Chairpersons:

When appointed by the President, Co-Chairpersons shall serve the committee functions between them as best suited for their individual experience, talents and time.



## **COMMITTEES AND TASK FORCES:**

### **EXECUTIVE COMMITTEE**

The Executive Committee shall consist of the Elected Officers and the Immediate Past President and shall meet six times per year unless otherwise needed. Meet in advance of the Board meeting to discuss the agenda and make recommendations to the Board of Directors. The President shall have the right to call a meeting on or off scheduled months, if needed, to complete the business of the Association. Meetings may be conducted by telephone or other suitable communication means.

### **GRIEVANCE COMMITTEE**

The Grievance Committee shall meet monthly to review ethics complaints and requests for arbitration in accordance with the Code of Ethics and Arbitration Manual of the National Association of REALTORS®.

In an Ethics Hearing, the function of the Grievance Committee is to make only such preliminary investigation and evaluation of the complaint as required to determine whether the complaint warrants further consideration by a Hearing Panel of the Professional Standards Committee. The Grievance Committee does not conduct hearings and does not determine if a violation of the Code of Ethics has occurred.

The Grievance committee determines whether to 1) dismiss the complaint as unworthy of further consideration, 2) refer it back to the complainant as appropriate for arbitration rather than disciplinary action, or 3) refer it back to the Secretary to schedule for hearing.

In an Arbitration, the role of the Grievance Committee is to refer the dispute to a Professional Standards Panel unless it is determined that, because of the amount involved or the legal complexity of the controversy, the dispute should not be arbitrated.

### **PROFESSIONAL STANDARDS COMMITTEE**

The Chairperson shall preside at all hearings, unless he/she appoints a replacement, and shall be bound by the Outline of Procedure for an Ethics or Arbitration Hearing and the Chairperson's Procedural Guide for Conduct of an Ethics or Arbitration Proceeding found in the Code of Ethics and Arbitration Manual of the National Association of REALTORS®.

### **EDUCATION TASK FORCE**

Retention and expansion of membership and programs for GPAR members which would include marketing services, non-dues revenue, trade shows and preparation of forms, manuals and/or educational materials. Monitors Continuing Education courses, determines membership needs on a regular basis, schedules

programs and inputs on events such as General Membership and New Member Orientation Programs. Interview prospective members. Review the Orientation Program and make recommendations regarding content and format. Make certain that attendance at Orientation is strictly enforced. Discuss ideas for increasing and maintaining membership.

### **GOVERNMENT AFFAIRS COMMITTEE**

Monitors City council bills, lobbies for or against local legislation which would effect the rights of private property owners on a local, state and national level, attends fundraisers for local, state and national Legislators as a Key Contact and interacts with Philadelphia City Council on a needed basis. This committee serves a critical purpose and the urgency of communications to the Chief Executive Officer and President of all governmental meetings, programs, proposals, issues and enactments that may impact GPAR membership is crucial to be given in a timely fashion so GPAR leadership can evaluate and respond.

### **TECHNOLOGY TASK FORCE**

Seeks to promote a positive image for the Association and its' members via all forms of media as well as bringing the Association and its members current on the latest in the ever-growing Technology industry.

### **RPAC COMMITTEE**

Solicits contributions from members to support REALTOR® friendly candidates that run for public office at the local, state and national level. The Chairperson of this Committee is granted the authorization to designate and allocate the contributions to those purposes, candidates, elected officials and programs that are supportive of the Mission of GPAR and consistent with GPAR history or current direction.

### **DIVERSITY COMMITTEE**

To help REALTORS® understand, reach out to, partner with, and provide service to consumers in today's culturally diverse communities.

### **FINANCE COMMITTEE**

Develop goals and plans relating to generating revenues and maintaining the fiscal well being of the Greater Philadelphia Association of REALTORS® and the Multiple Listing Service of the Greater Philadelphia Association of REALTORS®.

Develop a budget which provides financial stability, achieved through an income structure of dues and charges for specialized services which produces sufficient monies to operate and to finance the activities and projects desired and needed by its members.

See that adequate funds are held in reserve for contingencies, taking into consideration any significant unforeseen decline in income or increase in expenses. In addition, it should be prepared to finance emergency type projects which occur unexpectedly, or a legislative problem which could not be appropriately paid out of retained income from prior years.

Follow a conservative investment practice with emphasis on the preservation of capital; secondary consideration should be given to maximizing income yield. Invest in secure instruments, insured checking accounts and bonds of no less than AAA rating.

### **COMMITTEE ATTENDANCE**

Absence from two (2) regular or special scheduled meetings, without an excuse deemed valid by the Chairperson, shall be construed as a resignation.

# **MEMBERS POLICIES AND PROCEDURES**

## **MEMBERSHIP PRIVACY POLICY**

The Greater Philadelphia Association of REALTORS® (GPAR) recognizes the importance of protecting the personal information you provide as members and follows the privacy policy adopted as follows:

1. GPAR acquires information needed to accept and services your membership needs, such as; contact information you provide for membership (for example, your personal and business addresses, phone and fax numbers, firm affiliations and titles) as well as membership activity information
2. GPAR uses this information to accept and service your local state and national memberships including notifications, communications and announcements to members.
3. GPAR does not share, sell or trade membership information except as required by law or valid legal process, to protect the personal safety of our members or the public or as necessary for services and product provider contacts.
4. Credit information that you and credit authorizers provide when you make payments by credit card or electronic check for dues or other fees will only be used to process the transactions you request. This information will be provided to and maintained by reputable credit reporting databases, but will never be sold, shared or provided to other parties.
5. GPAR maintains security procedures and standards to protect your membership information, however can not guarantee security breaches of electronic communications or record retention due to improper access.
6. Any member may opt-out of release of membership information to third party service or product providers by notifying GPAR in writing.
7. GPAR uses best efforts to ensure that no unauthorized party has access to any of your information. We will use our best efforts to train and oversee our employees to ensure that your information will be handled responsibly and in accordance with this Privacy Policy.
8. All privacy obligations not set forth herein but as applicable to your membership, including those enacted hereafter, are included within this policy including those required by law as applicable to membership identity protection.

Enacted 12/13/07

## WHISTLEBLOWER POLICY

Greater Philadelphia Association of REALTORS® (“GPAR”) is committed to facilitating open and honest communications relevant to its governance, finances, and compliance with all applicable laws and regulations. GPAR requires directors, other volunteers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. Employees and representatives of the organization must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations.

This whistleblower policy (“the Policy”) reflects the practices and principles of behavior that support this commitment. It is important that GPAR be apprised about unlawful or improper workplace behavior including, but not limited to, any of the following conduct:

- theft;
- financial reporting which is fraudulent, intentionally misleading or negligent in any manner;
- improper or undocumented financial transactions;
- forgery or alteration of documents;
- unauthorized alteration or manipulation of computer files;
- improper destruction of records;
- improper use of GPAR assets, including, but not limited to its funds, supplies, intellectual property and other assets;
- improper access and or use of confidential donor information;
- authorizing or receiving compensation for goods not received or services not performed;
- violations of GPAR conflict-of-interest policy;
- any other improper occurrence regarding cash, financial procedures, or reporting;
- any abuse of or discrimination against a GPAR employee, client, vendor or person connected with a GPAR member; and
- a failure by GPAR to provide reasonable accommodation for disability or religious belief.

We request the assistance of every director, other volunteer and employee who has a reasonable belief or suspicion about any improper transaction. GPAR values this input and each director, volunteer and employee should feel free to raise issues of concern, in good faith, without fear of retaliation. Directors, volunteers and employees will not be disciplined, demoted, lose their jobs, or be retaliated against for asking questions or voicing concerns about conduct of this sort. While GPAR has separate policies which cover harassment and employment discrimination, this Whistleblower Policy applies to these situations to encourage the reporting of such wrongful actions against GPAR interest. Employees and other interested persons are encouraged to report any such improprieties without fear of retaliation or intimidation.

GPAR will investigate any possible fraudulent or dishonest use or misuse of GPAR resources, or abuse, discrimination or a failure to provide reasonable accommodation, by management, staff, or volunteers. GPAR will take appropriate action against anyone found to have engaged in fraudulent, dishonest, abusive or discriminatory conduct, including disciplinary action by GPAR, or civil or criminal prosecution when warranted.

Therefore, all members of GPAR staff, directors and other volunteers are encouraged to report possible fraudulent, abusive, discriminatory, or dishonest conduct (*i.e.*, to act as a “whistleblower”), pursuant to the procedures set forth below.

**Reporting Responsibility:**

Each director, volunteer, and employee of GPAR has an obligation to report in accordance with this Whistleblower Policy (a) questionable or improper accounting, financial or auditing matters, and (b) violations and suspected violations of GPAR policies or any unlawful or improper workplace conduct (hereinafter collectively referred to as “Concerns”).

**Authority of Audit Committee:**

All reported Concerns will be forwarded to the Chief Executive Officer in accordance with the procedures set forth herein. The Chief Executive Officer shall be responsible for investigating, and making appropriate recommendations to the Board of Directors, with respect to all reported Concerns.

**No Retaliation:**

This Whistleblower Policy is intended to encourage and enable directors, volunteers, and employees to raise Concerns within the Organization for investigation and appropriate action. With this goal in mind, no director, volunteer, or employee who, in good faith, reports a Concern shall be subject to retaliation or, in the case of an employee, adverse employment consequences. Moreover, a volunteer or employee who retaliates against someone who has reported a Concern in good faith is subject to discipline up to and including dismissal from the volunteer position or termination of employment.

Enacted 12/17/08

## **FREE TRADE POLICY**

The Greater Philadelphia Association of REALTORS® (GPAR) recognizes that business practices of its members range from full service to limited services including electronic brokerage. It is the policy of GPAR to accept all members regardless of the business methods utilized to provide professional real estate services to the consumer so long as those business methods comply with applicable federal and state laws including the licensing laws, regulations and policies of the Pennsylvania Real Estate Commission, as well as your membership requirement and applicable policies of the Association. GPAR encourages those members who utilize non-traditional business practices to become involved with GPAR activities so that issues unique to non-traditional brokerage business practices can be included in membership services provided.

### **ABBREVIATED NOTICE**

The Greater Philadelphia Association of REALTORS® accepts qualified applicants for membership regardless of the business practices utilized so long as those business practices are in compliance with applicable federal and state laws and are offered, promoted or provided in compliance with membership requirements, standards of conduct and applicable policies of the Association.

Enacted 12/13/07

## RECORD RETENTION POLICY

In the wake of the Sarbanes-Oxley Act (SOX), record retention is important. Even though the corporate reform act doesn't specifically apply to nonprofits, many of the guidelines and provisions are being embraced voluntarily by organizations – GPAR being one of them -- in an attempt to improve transparency and remain attractive to donors and volunteers.

Although non-profits may not have balance sheets that rival large for-profit industries, their constituents are still interested in avoiding fraud and mismanagement. In fact, because of how they are funded, nonprofits are even more likely to be subject to scrutiny.

Therefore, it is important to be careful about which documents employees discard and which they hold on to and maintain an effective paper trail for important transactions.

Laws dictate which documents must be kept and for how long. The following guidelines will help you sort out what you have to keep and what you can get rid of. If in doubt about a certain document, please check with your supervisor.

All rules and regulations apply to paper, electronic files, including e-mail, and voicemail records. Since any of these documents may go through many hands, ensure your staff, directors, officers and committee volunteers and anyone else who might come in contact with these items understands the guidelines as well.

**[Note: If there is an investigation, no documents should be destroyed until the investigation is completed.]**

Keep these records for 1 year:

- Unfunded grants
- I-9s (from date of termination)

Keep these records for 3 years:

- Bank records
- General correspondence
- Employee demographic info & applications
- I-9s from date of hire
- Internal audit reports
- Expired insurance policies
- Polygraph test results
- Scholarship applications
- Scholarship selection committee records

Keep these records for 5 years:

- OSHA logs

Keep these records for 7 years:

- Accounts receivable and payable ledgers



- Contracts, mortgages, notes, leases
- Expense analyses
- Donations and funded grants
- Inventory records
- Personnel files (from termination date)
- Invoices and purchase orders
- Payroll records, timesheets and garnishments
- Withholding tax statements

Keep these records for 10 years:

- Workers' compensation documentation

Keep these records permanently:

- Articles of incorporation, charter, bylaws, minutes and other incorporation records
- Audit reports, financial statements, journals, chart of accounts
- Checks for important payments & purchases
- Contracts still in effect
- Correspondence w/ customers & vendors
- Legal and other important correspondence
- Deeds, mortgages and bills of sale
- Depreciation schedules
- Insurance records, accident reports
- Loan documents
- Patents and related material
- Retirement and pension records including
- Summary Plan Descriptions
- Tax returns and worksheets
- Trademark registrations and copyrights
- Scholarship recipient information
- Year End financial statements

Enacted 12/17/08

# **CONFLICT OF INTEREST POLICY**

## **I. Policy**

It shall be the policy of the Greater Philadelphia Association of REALTORS® (GPAR) that no member, while serving the Association in a leadership capacity, either as an Officer, a Director, a Committee Chair, or in another type of leadership capacity, will take personal advantage of his or her leadership role by allowing a situation to exist that may be construed as a conflict of interest situation.

## **II. Purpose**

It has been the intent of the Greater Philadelphia Association of REALTORS® since its inception to carry on its activities in accordance with the highest ethical standards. Adoption of this Policy by the GPAR Board of Directors is, therefore, a reaffirmation of the intent that all Directors, Officers, Committee Chairs, and other members holding elected or appointed leadership positions practice the highest ethical standards and give undivided loyalty to GPAR and its goals. Any activities which do not serve the best interest of GPAR or which favor the personal advantage of another person or corporation are inconsistent with the duties and responsibilities owed to GPAR.

## **III. Practice/Procedure**

It is therefore resolved that:

1. All Directors, Officers, Committee Chairs, and members holding other leadership positions within the Association (Leaders) shall scrupulously avoid any conflict between their own respective individual interests and the interests of the Association, in any and all actions taken by them on behalf of GPAR in their respective capacities.
2. Conflicts of interest would include, but not be limited to, direct financial or close personal interests in a company or product which could be affected by a decision of a Board, Committee, or other Association governing body on which the Leader serves; acceptance of any gift, entertainment, services, loans, or promises of future benefits from any person or organization that might benefit, because of the Leader's connection with GPAR (note: this does not apply to gifts and/or similar entertainment of nominal value); and compensation in the form of fees or salaries if such payment is affected directly or indirectly by the Leader's work with the Association (note: GPAR is not critical of such interests; it merely requests that Leaders disqualify themselves from direct service to the Association if they have such interests).
3. At time of nomination, prior to election, and during the period of service, all Officers, Directors and Volunteers shall disclose any direct or indirect relationships with organizations, either for-profit or not-for-profit, that may, during their term of office, be involved with the Association in a formal capacity.

Examples of such relationships may include, but not be limited to, employer-employee relationships, governance relationships, shareholder relationships, contractor-contractee relationships, etc.

4. In the event any Director, Officer OR Volunteer of GPAR may stand to derive a personal gain or benefit from a transaction with GPAR, or shall have any direct or indirect interest in or relationship with any individual or organization (i) which proposes to enter into any transaction with GPAR for the sale, purchase, lease or rental of property; or (ii) which proposes to render or employ services, personal or otherwise, to GPAR; or (iii) which may be seen as competing with the interests or concerns of GPAR, such Director or Officer shall forthwith give the Board of Directors of the GPAR notice of such interest or relationship. After being alerted to a possible conflict of interest from such Director or Officer, it shall be the sole responsibility of the Chair of the Board of Directors, after consultation with the President of GPAR, to decide when a Leader needs to refrain from voting on (or otherwise attempting to affect any decision of the GPAR) any issue considered to be in conflict which comes before the Board or GPAR's General Membership. If the President is the person that is conflicted the responsibility to decide when he or she need refrain from voting shall pass to the President Elect. Minutes of appropriate meetings should reflect that such disclosure was made, and that such Director or Officer abstained from voting and absented him or herself from the final review and vote on the matter.

A copy of this Policy shall appear in the orientation materials for newly elected Board members and be shared with the Nominating Committee for distribution to all prospective candidates.

This Policy shall be reviewed periodically for the information and guidance of all individuals who serve the Association in a leadership capacity.

Enacted 12/17/08

# VOLUNTEER POLICY

## VOLUNTEER PLEDGE TO SERVE

I, \_\_\_\_\_, pledge my personal commitment to actively serve as a \_\_\_\_\_ on the \_\_\_\_\_ of the Greater Philadelphia Association of REALTORS®, (“GPAR”), for a **One Year Term** commencing \_\_\_\_\_. I accept that my contact person for all volunteer services is: \_\_\_\_\_ who serves as \_\_\_\_\_ and that my contact person with the Association is \_\_\_\_\_, the assigned GPAR Liaison.

I fully understand that by volunteering I commit my time, energy, focus and input to my peer members and ultimately the entire membership of GPAR. I am aware of the fact there will be at least six (6) regularly scheduled meetings throughout the year; as well as the potential for special meetings if issues arise. **A notice of meetings will be sent to me, at least one week prior to the meeting along with necessary meeting materials. I will familiarize myself with the issues and be prepared for meeting discussions and necessary votes. I acknowledge that all GPAR business is conducted only through its authorized representatives and that all documents and materials that you may receive as a volunteer are the property of the Association and are to be held in strict confidence.**

I promise to attend all meetings unless an unforeseen, urgent situation beyond my control should occur. I understand that missing more than one meeting without an excused absence shall constitute my voluntary withdrawal from my position.

At the end of this One Year period, I will be presented with a **Certificate of Service Award** provided I have attended the majority of the meetings and have contributed to the goals of my commitment. My volunteer contact along with GPAR’s Executive Vice President will make the final determination of my contribution in order to qualify for this Certificate.

I **will not** promote myself as a volunteer member of this GPAR committee in any advertising or personal marketing materials unless I am currently a member in good standing and have met all service requirements. I agree that all announcements of my

volunteer services are subject to the advance review and approval by GPAR and may not be inaccurate or misleading to the public or other REALTORS.

Name \_\_\_\_\_  
(Please Print Name and Address)

Signature \_\_\_\_\_ Date \_\_\_\_\_

Cell phone \_\_\_\_\_

Email \_\_\_\_\_

Enacted 12/17/08

## ADVERTISING POLICY

To further the mission of the Greater Philadelphia Association of REALTORS®, GPAR will accept advertising and sponsorship under strict guidelines. GPAR will refuse any advertisement that is believed incompatible with our mission. The presence of an advertisement or sponsorship at time of a special event, contained within any of our publications including the GPAR Gazette and as may be included on our website, DOES NOT imply endorsement of the advertised company or product by GPAR. Advertisers and sponsors may not make unsubstantiated claims regarding their product or services. Advertisers and sponsors may not suggest that GPAR has endorsed their product or services. Advertising may not be targeted to individual members but only members as a group. All advertisement must comply with Federal and State laws and must clearly indicate on the advertisement that it is an advertisement so not to be construed as editorial content.

The following product or service advertisings or sponsorships are prohibited:

Alcohol, tobacco products, firearms/weapons, fireworks, pornography, gambling/lottery, political, social cause or religious advertisements.

Advertising formats that are prohibited are:

Pop-ups and floating ads or surveys, ads that have forms within them to collect personal identifiable information while a visitor on our GPAR website.

GPAR retains final approval of all sponsor/product messages, banners and advertising copy that are directly linked to our website or contained within written materials. Advertisers may not collect any personally identifiable information from GPAR website visitors or place any cookies, applets or other such files within the content of GPAR's website if those files transmit any personally identifiable information to the advertisers or agencies on computers of GPAR website visitors who do not visit advertiser sites by clicking on their ad banners or directly pursue information and products being advertised.

These guidelines are intended to provide general guidance. This Advertising policy is not inclusive or exhaustive and is subject to change at the discretion of GPAR at any time.

Enacted 12/17/08

## **POLITICAL ENDORSEMENT/DONATION POLICY**

The Greater Philadelphia Association of REALTORS® is a charitable organization organized under Section 501(c)(4) tax and election laws. GPAR services the needs of a diverse group of members, involves work from employees and volunteer services from officers, directors and committee members. GPAR takes no action to restrict in any manner the free opportunity of its members, staff, directors, officers or committee persons in their personal endorsement of political candidates or causes or personal donations to candidates or causes. GPAR does however strictly prohibit any reference to GPAR in a manner suggesting an endorsement by GPAR of a particular political candidate or cause by any member, director, officer, committee person or staff. All endorsements and donations that are linked or associated with GPAR must be officially submitted, reviewed and approved by the Board of Directors of GPAR.

GPAR has and intends to take positions regarding political causes and campaigns that impact GPAR's mission. GPAR has and intends to pursue lobbying efforts to have campaign information made known to its members as well as to provide information regarding candidates and their positions regarding key legislative issues affecting the Greater Philadelphia Area real estate industry. Under Federal and State tax laws GPAR has the right to engage in unlimited lobbying and unlimited support or opposition to particular candidates or ballot measures. GPAR can support or oppose candidates as long as the activity is not the primary purpose of GPAR. GPAR can support, oppose or take no position regarding political activities by the Pennsylvania Association of REALTORS® and/or National Association of REALTORS® Political Action Committees. GPAR has not been organized as a 401(c)(4) charitable organization for the purposes of political purposes. Political involvement by GPAR is incidental to the membership services and is intended to be to the benefit of members and not individual staff members, directors, officers or committee persons. GPAR cannot accept contributions from members to be channeled to political candidates. GPAR can, by resolution of its Board of Directors, support political candidates including the making of donations to those candidates and their campaign.

This Political Endorsement/Donation policy is subject to change at the discretion of GPAR and is intended to satisfy all federal state and local laws.

Enacted 12/17/08

## **HARASSMENT POLICY**

Any member of the Association may be reprimanded, placed on probation, suspended or expelled for harassment of an Association employee or Association Officer or Director after a hearing in accordance with the established procedures of the Association or, if none, as suggested by the National Association of REALTORS®. Disciplinary action may also consist of any sanction authorized in the Association's Code of Ethics and Arbitration Manual. As used in this Section, harassment means any verbal or physical conduct including threatening or obscene language, unwelcome sexual advances, stalking, actions including strikes, shoves, kicks, or other similar physical contact, or threats to do the same, or any other conduct with the purpose or effect of unreasonably interfering with an individual's work performance by creating a hostile, intimidating or offensive work environment. The decision of the appropriate disciplinary action to be taken shall be made by the investigatory team comprised of the President, and President-elect and/or Vice President and one member of the Board of Directors selected by the highest ranking officer not named in the complaint, upon consultation with legal counsel for the Association. If the complaint names the President, President-elect or Vice President, he/she may not participate in the proceedings and shall be replaced by the Immediate Past President or, alternatively, by another member of the Board of Directors selected by the highest ranking officer not named in the complaint. Sexual or other harassment shall be as defined by the laws of the Commonwealth of Pennsylvania.

Enacted 12/17/08



# GPAR MEDIA RELATIONS POLICY

The Greater Philadelphia Association of REALTORS® (GPAR) has established the following Media Relations Policy to ensure that concise and factual information is delivered to our members, consumers, the legislature and the media. This document applies to any form of official communications regarding GPAR.

## **Press Releases**

GPAR press releases are issued at the discretion of the Chief Executive Officer. Each department and or committee staff liaison is responsible for notifying the CEO of issues or events and should supply the information needed. GPAR staff and Line Officers will be notified prior to distribution of any press releases.

## **Official Spokespersons**

The Chief Executive Officer of GPAR will choose the appropriate spokesperson for the media. Each spokesperson will be briefed and given key messages and talking points relevant to the subject. New Board members and staff will be media trained by PAR through their "Spokesperson Training" Seminar prior to any interviews.

## **Press Communications Initiated by Member Organizations**

Any media communications referencing GPAR must be submitted to the Chief Executive Officer at least three days prior to distribution. This advance notification ensures that the GPAR staff will be able to fact check specific references to GPAR and respond positively to any press inquiries.

When issuing press releases, speaking to editors or doing interviews, GPAR should:

- Have three key messages on any issue
- Should communicate clearly and concisely
- Should be prepared before any conversations with the media
- Remember that when talking to the media, nothing is off the record.

## **Presentations at Conferences, Seminars, Other Events**

To speak publicly on behalf of GPAR an individual should:

- be a GPAR member
- notify GPAR Chief Executive Officer prior to the event
- format any Power Point presentation, when necessary, using the branded GPAR logo and font.

## **Policy Feedback**

Questions on the media policy should be directed to GPAR's Chief Executive Officer.

## **Guidelines**

This Media Relations Policy is intended to provide clear guidelines however is not inclusive or exhaustive and is subject to change at the discretion of GPAR at any time or modified consistent with all legal requirements.

Enacted 12/17/08

# GPAR SOCIAL MEDIA POLICY

The Greater Philadelphia Association of Realtors® (“GPAR”) has opened and plans in the future to open further publicly facing pages on social media sites for viewing as well as posting or uploading content therefrom and communicating comments thereon. These social media sites include but are not limited to various blogging, bulletin boards, networks, multi-media and news media sites, Facebook, twitter, last FM, email or other user generated content sites that may be developed and utilized in the future (“Social Media Sites”). By accessing, viewing, uploading content and/or posting any content related directly or indirectly to GPAR on any GPAR Social Media Site you are subject to this Policy. If you do not agree to the terms of this Policy, you may not post, upload content, transmit or otherwise communicate within the GPAR Social Media Site. Your employment or position as a director, officer, committee person, task force participant as well as other use of the GPAR Social Media Sites is acceptance of this Policy and has the same effect as if you had actually physically signed an agreement to honor these terms and conditions.

## Utilization of the Social Media

The use of the social media among our members and those involved in the real estate business including existing and potential customers can be most beneficial to our members and GPAR provides this policy not as an intent to restrict activity but rather only to assure that social media activity is appropriate. We offer the Social Media Checklist as attached hereto and suggested by the National Association of Realtors. We encourage our members to pursue social media communications that are of benefit to their business activities and consistent with the limitations provided under the GPAR Social Media Policy. (Social Media Guidelines are attached)

## General Restrictions on Use

1. If you are a GPAR employee (“Employee”) you must adhere to the GPAR SOCIAL MEDIA POLICY provision contained in the Employee Handbook as may be changed from time to time. If you are an officer, director, committee member or part of any special task force working on behalf of GPAR or otherwise utilize the GPAR Social Media Sites (“GPAR Representative”) you must adhere to the GPAR SOCIAL POLICY as provided from time to time in the GPAR Policies and Procedures Manual. It is your responsibility to adhere to the most recent policy at all times.

2. No Employee or GPAA Representatives using the Social Media shall have any expectation of PRIVACY. GPAA reserves all rights to review personal websites, blogs and other communications that are brought to the attention of GPAA and may be a violation of this Social Media Policy or otherwise may impact GPAA as well as to monitor internet activity of any Employee. GPAA reserves the right to prohibit, restrict, block, suspend, terminate, delete, or discontinue your access to any GPAA Social Media Site, at any time, without notice. GPAA may, without any notice and for any reason in its sole discretion, remove, delete, block, filter or restrict any communication that is in violation of this GPAA Social Media Policy or the terms of national, state and local Realtor Membership. You understand and agree that GPAA may disclose your communications and activities with GPAA in response to lawful requests by governmental authorities, including Patriot Act requests, judicial orders, warrants or subpoenas, or for the protection of GPAA rights. You agree that in the event that GPAA exercises any of its rights hereunder for any reason, GPAA will have no liability to you for any infringement with your sole and exclusive remedy is to bring a grievance to the Board of Directors following review with the GPAA Chief Executive Officer and if unresolved, with the Executive Committee.

## Specific Use Restrictions

3. You are prohibited from posting any obscene, profane, adult-oriented, pornographic, harassing, discriminatory, menacing, threatening, and otherwise offensive text, art, photos, videos, graphics, cartoons and other content not becoming of the purpose and goal of GPAA or contrary to the Realtor’s

Code of Ethics as it pertains to your customers, other licensed agents or the public image of GPAR or any of its members.

4. You are prohibited from using GPAR trademarks, slogans, videos, podcasts, or any other company-owned content on your personal social media.

5. You must advise in any posting on GPAR Social Media that your comments, opinions or statements are those from you and not from GPAR, any member or yourself as a member speaking on behalf of GPAR or other GPAR members.

6. Employees shall not utilize work, lunch or break time to communicate on any social media, however may utilize the GPAR Social Media pursuant to these policies and consistent with their job duties, requests and requirements.

6. You are prohibited from posting any content that concerns the ongoing business of GPAR acquired as a result of being an Employee, a GPAR Representative or a participant in any activity of GPAR, including discussions at time of meetings, actions taken, financial information or generally the GPAR administration, governing and operations process except for the minutes, announcements, actions or other finalized GPAR initiatives that are part of the approved actions taken by GPAR formally released for publication by GPAR to the Membership or the Public.

7. All users of the GPAR Social Media agree that you will not: violate any local, state, federal and international laws and regulations, including but not limited to copyright and intellectual property rights laws regarding any content that you send or receive via this Policy; transmit any material (by uploading, posting, email or otherwise) that is unlawful, disruptive, threatening, profane, abusive, harassing, embarrassing, tortuous, defamatory, obscene, libelous, or is an invasion of another's privacy, is hateful or racially, ethnically or otherwise objectionable as solely determined in CC's discretion; impersonate any person or entity or falsely state or otherwise misrepresent your affiliation with a person or entity; transmit any material (by uploading, posting, email or otherwise) that you do not have a right to make available under any law or under contractual or fiduciary relationships; transmit any material (by uploading, posting, email or otherwise) that infringes any patent, trademark, trade secret, copyright or other proprietary rights of any party; transmit (by uploading, posting, email or otherwise) any unsolicited or unauthorized advertising (including advertising of non CC services or products), promotional materials, "junk mail," "spam," "chain letters," "pyramid schemes" or any other form of solicitation; transmit any material (by uploading, posting, email or otherwise) that contains software viruses, worms, disabling code, or any other computer code, files or programs designed to interrupt, destroy or limit the functionality of any computer software or hardware or telecommunications equipment; harass another; or collect or store, or attempt to collect or store, personal data about third parties without their knowledge or consent; or to share confidential pricing information of any party.

8. By posting any content on any Social Media Site, you grant to GPAR the irrevocable right to reproduce, distribute, publish, display or communicate, create derivative works from your content, edit or modify such content and use such content for any GPAR purpose. GPAR's use of your content shall not constitute an acceptance or endorsement thereof and shall be utilized without any liability for the content of your communications.

9. You shall defend, indemnify, and hold GPAR and its respective officers, directors, employees, contractors, agents, successors and assigns harmless from and against, and shall promptly reimburse them for, any and all losses, claims, damages, settlements, costs, and liabilities of any nature whatsoever (including reasonable attorneys' fees) to which any of them may become subject arising out of, based upon, as a result of, or in any way connected with, your use of the GPAR Social Media, as well as any third party claims of infringement or any breach of this Policy.

10. YOU EXPRESSLY ACKNOWLEDGE THAT YOU ASSUME ALL RESPONSIBILITY RELATED TO THE SECURITY, PRIVACY, AND CONFIDENTIALITY RISKS INHERENT IN SENDING ANY CONTENT OVER THE INTERNET. By its very nature, a website AND THE INTERNET cannot be absolutely protected against intentional or malicious intrusion attempts. GPAR does not control the THIRD PARTY SITES AND THE Internet over which you may choose to send confidential personal or other restrict information OR OTHER CONTENT and, therefore, GPAR DOES NOT WARRANT OR SAFEGUARD AGAINST ANY such interceptions or compromises to your information. When posting any content on an internet site, you should think carefully about your own privacy in disclosing detailed or private information about yourself and your family.

11. You agree that any claim or dispute relating to your posting of any content on a Social Media Site on the internet shall be construed in accordance with the laws of the State of Pennsylvania without regard to its conflict of laws provisions and you agree to be bound and shall be subject to the exclusive jurisdiction of the local, state or federal courts located in Philadelphia County, Pennsylvania.

12. You may not provide any content to a Social Media Site that contains any product or service endorsements or any content that may be construed as political lobbying, solicitations or contributions or use the Social Media Site to link to any sites or political candidates or parties or use the Social Media Site to discuss political campaigns, issues or for taking a position on any legislation or law.

13. THIS POLICY MAY BE UPDATED AT ANY TIME WITHOUT NOTICE, AND EACH TIME A USER ACCESSES A SOCIAL NETWORKING SITE, THE NEW POLICY WILL GOVERN, USAGE, EFFECTIVE UPON POSTING. To remain in compliance, GPAR suggests that you review the Policy, as well as the other website policies, at regular intervals. By continuing to post any content after such new terms are posted, you accept and agree to any and all such modifications to this Policy.

14. THIS POLICY INCORPORATES any and all finally approved SOCIAL MEDIA POLICIES, GUIDELINES AND DIRECTIONS as now and hereafter issued by the National and Pennsylvania State Associations.

Enacted 09/20/12

## GPAR CONTACTS

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Charles Kahn, Jr.  
Christopher Somers  
Louis Strakman  
Chuong Van Tran



## **STAFF**

Diane Lucidi – Chief Executive Officer

Cheryl Adams – Professional Standards Administrator

Charlotte Kormann – Director of Finance

Donna LePera – Director of Member Services

Maureen Smith - Director of Government and Public Affairs

## **REFERENCES & RESOURCES**

**PAR**

[www.parealtor.org](http://www.parealtor.org)

**NAR**

[www.realtor.org](http://www.realtor.org)

**GPAR BYLAWS**

[insert new link]

**NAR CONSTITUTION**

<http://www.realtor.org/sites/default/files/governing-docs-2012-constitution.pdf>

## ACCEPTANCE OF POLICIES & PROCEDURES

The undersigned, being an officer, volunteer or committee person of the Greater Philadelphia Association of REALTORS® has reviewed the Policies and Procedures Manual and by signing below has acknowledged understanding and acceptance of the guidelines and requirements contained therein.

Date: \_\_\_\_\_

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
PRINT NAME

\_\_\_\_\_  
PRINT TITLE

NOTE: This Acceptance Form must be signed and returned to GPAR as a condition of appointment.