

Florida CCIM Chapter

# Policies & Procedures Manual

*Approved at the Board of Directors Meeting 012418*

UPDATED FOR EXECUTIVE COMMITTEE CONFERENCE CALL March 22, 2018

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## II. SERVICE PROVIDERS

### A. Association Management Company/Chapter Administrator

Administrative services to the Chapter will be provided on a contract basis by either an association management company (AMC) or a Chapter Executive Director . The Chapter Executive Director shall have the official title of “Florida CCIM Chapter Executive Director”. The current Chapter Executive Director is:

Kris Concannon

1114 N Peninsula Ave.

New Smyrna Beach, Fl. 32169

### B. Chapter Administrator Services

The Chapter Administrator shall provide the following services:

- Provide general correspondence, answer telephone inquiries, provide information to Chapter membership and answer inquiries on an as-needed basis.
- Maintain files, records and any other documents relative to the daily operation of the Chapter.
- Maintain or coordinate the maintenance of a membership database.
- Arrange for and attend Board of Directors, Committee conference calls, executive Committee meetings and any other meetings as deemed necessary by the Executive Committee.
- Act as liaison between Committee chairs and District Presidents and Chapter leadership.
- Coordinate Chapter meetings and events.
- Work with Membership Chair to promote new memberships and retain existing members.
- Help solicit sponsorships for the Chapter
- Prepare monthly membership reports
- Any and all other services reasonably required by the Executive Committee
- As needed, submit any changes to Chapter by-laws and standard operating procedures to membership in a timely manner.

### C. Bookkeeper

Bookkeeping services shall be provided to the Chapter by a professional third-party bookkeeper on a contracted basis. The current Chapter bookkeeper is:

Financial Solutions of Tampa

4522 West Village Drive Unit 556

Tampa, FL 33624

### D. Bookkeeping Services

The bookkeeper shall provide the following services:

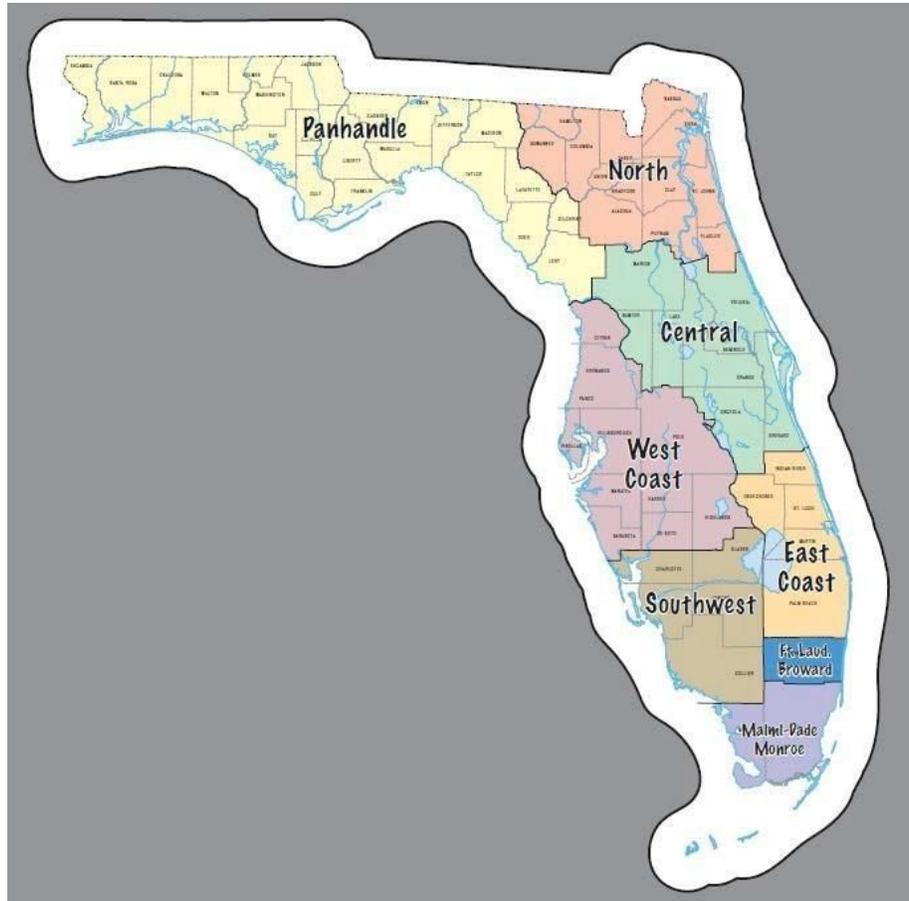
- Provide financial management and guidance to include maintenance of Chapter and District books, preparation of financial statements, and operations of bank accounts.
- Send financial statements to Chapter and District leadership on a monthly basis.
- Any and all other bookkeeping services as included in an executed contract between bookkeeper and the Chapter.

### III. DISTRICTS

#### A. District and Jurisdictions

The Florida Chapter Board of Directors shall establish Districts within the jurisdiction of the Chapter and define their boundaries. The established Districts are as follows:

- Central
- East Coast
- Ft Lauderdale-Broward
- Miami-Dade/Monroe
- North
- Panhandle
- Southwest
- West Coast



#### B. New District Creation

New Districts may be formed by any group of fifteen (15) or more Designees and Institute Candidate members of the Chapter. The potential new District may petition the Board of Directors to form a District within the Chapter. The Board of Directors may authorize the establishment of such Districts by adopting a resolution which provides for its name and jurisdictional boundaries. The new District shall be subject to the Chapter Bylaws, the Florida Chapter Policies and Procedures, the method of conducting its affairs, the submission of periodic reports on its activities to the Florida Chapter Board of Directors and the appointment of a temporary Committee to arrange for the organizational meeting of the District. The former District and the new District must

present a plan for the formation of the new District including geography and division of funds to the Chapter Board of Directors for approval.

#### C. District Business Plans

Each fall each District President will prepare a business plan that has been approved by their District Board of Directors and in accordance with the Florida Chapter Bylaws and Policies and Procedures and submit it to the Chapter President Elect and the Chapter Vice President of Operations at least 30 days prior to the Chapter Leadership Training meeting. The District Business Plan will include a narrative of the plans for the coming year, a budget, a budget narrative and a list of the coming year's District officers.

### IV. Chapter/District Relationship

#### A. Chapter Role to Districts:

- Chapter leaders represent the Chapter and when necessary Districts at national meetings
- Chapter to provide yearly accounting, tax documentation & filing, and disbursements of expenditures for each District
- Chapter to maintain financial records and banking accounts on behalf of the Districts
- Chapter to provide administrative assistance as needed to each District
- Chapter to create and maintain standardized marketing collateral for the use by the Districts
- Chapter to maintain effective website for Chapter and District information, calendar of events, event registration, the promotion of sponsors and to provide a member database
- Chapter shall regularly promote District events, news, and sponsors in social media platforms, including LinkedIn, Facebook & Twitter
- Chapter to schedule and conduct semi-annual meetings in accordance with current bylaws and charter requirements.
- Chapter to provide incoming District leadership training and guidance
- Chapter to promote and support individual Districts' marketing plans and special events
- Chapter to provide turn-key support for all CI classes and Foundation Courses
- Chapter to provide quarterly newsletter designed to inform membership and promote sponsors
- Chapter to support NAR and FAR through various channels
- Chapter to support District's efforts in the areas of Candidate Development
- Chapter to promote the CCIM designation both within the CRE profession and to all business professionals
- Chapter leadership to coordinate calls between Chapter & District leadership to enhance communication and share best practices

## B. Districts Role to Chapter

- Provide and maintain member benefits to members.
- Provide educational classes, seminars, networking events
- Communicate with Chapter on all activities
- Assist in maintaining the official website by ensuring all information and events are up to date
- Fulfill minimum District requirement as prescribed by the Institute and Chapter to maintain their District status.

Districts must have completed 3 of the 4 items below before the January Business Meetings or the District operations shall revert back to the Chapter:

- Business Plan
- Budget
- 2 meetings Scheduled
- 3 named officers

## V. Organizational Chart

Officers and the Administrator shall update the organizational chart with outlines of who is responsible for what items and how the chain of communication will connect. Make sure to have Institute contact on chart each year that is the Chapter Liaison.

## VI. OFFICERS – DUTIES, ELECTIONS AND RESPONSIBILITIES

### A. Duties/Responsibilities:

The minimum duties of each officer are as follows:

- **President** – The Chapter President is the chief executive officer of the Chapter, appoints all Committee chairs and at-large Board of Director members, with the advice and consent of the Executive Committee and ratification by the Board of Directors at the Winter Meeting. The Chapter President presides at all meetings of the Board of Directors and shall be an ex-officio member of all Chapter Committees, except the Past Presidents Council and the Nominating Committee.
- **President Elect** – The Florida Chapter President Elect shall be responsible for overseeing all Chapter Committees as directed by the President and the Board of Directors and should conduct the monthly Chapter Committee conference call. The Chapter President Elect will provide reports to the Executive Committee on the Committee activities which have impacted the Districts on the monthly District Presidents call. The President Elect shall oversee Committee expenditures and make certain they stay within their budget and/or make requests on behalf of the Committees for additional funding when necessary. Should the president resign or be unable to complete the term of office, the President Elect will assume that office.
- **Vice President Finance** – The Vice President Finance is responsible for overseeing the receipt, safekeeping and disbursement of all Chapter funds, and is responsible for preparation of budgets, maintaining complete records of all financial transactions of the Chapter, reviewing periodic financial reports,

collection of all dues and overseeing the preparation of tax returns. This officer shall chair the Finance Committee.

- **Vice President Chapter Operations** – The Vice President Chapter Operations shall be responsible for overseeing the District Presidents as directed by the President and the Board of Directors and should be on the monthly Executive Committee conference call and report to the Presidents of the Districts the Executive Committee activities which impact the Districts on the monthly District Presidents call.
- **Vice President Administration** – The Chapter Vice President Administration is generally tasked with working with the association management company/Chapter Administrator regarding Chapter meetings and events. This position is also the point of contact for By-Laws and Policies and Procedures issues. This officer shall be responsible to ensure a written notice of each meeting of the Board of Directors is provided to the Board members not less than ten (10) days prior to each such meeting.

This officer shall be responsible for Chapter elections and directing the Chapter Administrator to provide the Institute with the names of the newly elected Chapter Officers no later than November 1 or thirty (30) days after the date of election, whichever occurs first. Also, the VP Administration will also be a part of all task forces formed as to be the liaison for communication for the Chapter's benefit. This officer shall be responsible for overseeing the maintenance of all records, conducting correspondence, overseeing the minutes and submitting various reports as required; specifically including membership records, Chapter meeting reports, correspondence files and reports, and file maintenance. This officer shall serve as the Chapter's corporate secretary.

- All Chapter communication shall be overseen and reviewed by VP Admin who shall then facilitate an approval by President/President-Elect.
- **Vice President Education** – The Vice President Education is responsible for overseeing all education and associated services to our current and potential members. This includes, but is not limited to, CCIM classes, road-shows, education task forces, the Scholarship Committee, and the Candidate Development Committee. This position shall be chaired for two (2) consecutive years with the second year having a co-chair who will become the Chair for the next 2 year term.
- **District President** – The District Presidents shall be responsible for operating their respective Districts as directed by the Chapter President, the Chapter Vice President Operations, the Chapter Executive Committee, the Chapter Board of Directors, the Policies and Procedures and the Bylaws of the Chapter. This position shall be a member of the Chapter Board of Directors.
- **District President Elect** – The District President Elect shall learn the responsibilities of the District President by assisting the District President in fulfilling the duties of the office. At the end of the term, the District President-Elect shall be automatically considered for the office of District President for the following year. In the event the District does not have this position or anyone in this position, the Vice President shall be considered the President Elect.
- **Regional Vice President** – If the Regional Vice President is to come from the Chapter, the Immediate Past President shall fill this position, however, if this

person is unwilling or unable to serve, then the Chapter Executive Committee shall appoint a replacement. The replacement must be a past president of the Florida Chapter who currently meets the qualifications of membership in the Institute. This Institute officer shall be the official voting representative of Region 8 at national CCIM Institute meetings and shall vote as directed by the Board of Directors and/or the Executive Committee. The Regional Vice President will serve on the Chapter's Board of Directors during the year they serve as Regional Vice President. **Regional First Vice President** – If the Regional First Vice President is to come from the Chapter, then the Chapter President shall fill this position. This Institute officer shall be the official back up to the Regional Vice President for Region 8 at national CCIM Institute meetings. Should this Institute officer be required to vote on Institute issues for Region 8 then this person shall vote as directed by the Board of Directors and/or the Executive Committee.

- **Institute Member** – This member is the Executive Vice President of the CCIM Institute. They are an ex-officio member of the Chapter Board of Directors

#### B. Installation of Officers:

The elected Chapter Officers shall be duly installed by the appropriate officer of either the National Association of Realtors®, the CCIM Institute, the Florida CCIM Chapter or the Florida Realtors® at the Winter Meeting or as soon as possible thereafter. The elected officers shall assume their official duties as of January 1st.

#### C. Nominations:

Notice shall be sent to all eligible Chapter members requesting their nominations for leadership positions for the upcoming election year by the Nominating Committee Chair pursuant to the Chapter Bylaws.

In the event a member of the Nominating Committee is nominated for an officer position, that member shall recuse themselves from the Nominating Committee to avoid a conflict of interest and either the Chapter President or the Nominating Committee Chair shall appoint a replacement. The Nominating Committee will take into consideration whether nominees for President-Elect have attended the Jay W. Levine Leadership Academy.

## VII. CHAPTER COMMITTEES

#### A. Committee Budget Allocations

All chairs of Chapter Committees for the coming year shall submit to the Chapter President Elect and the next year's Chapter Vice President Finance their requested draft budgets 30 days prior to the Chapter Leadership Training. The Chapter President Elect along with the Chapter Vice President Finance shall work with the Chapter Committee chairs to prepare a recommended Chapter Budget for review of the next year's Executive Committee. The Executive Committee shall review and approve the budget for submission to the Board of Directors at least 15 days prior to the Winter Meeting. The Board of Directors shall approve a final budget at the Winter Meeting. Chapter Winter and Summer meetings will coincide with the time and place of the FAR Winter and Summer meetings, unless otherwise designated by the Chapter BOD.

Once the Board of Directors has approved the current year's budget, a request by the chairs through the President will have to be approved by the Executive Committee prior to any expenditure over those budgeted.

Only the Executive Committee shall have the right to authorize expenditures from a Committee's budget without the approval of the Committee chair.

#### B. Committee Membership and Tenure

Members of Chapter Committees shall serve for a term of one year. The number of members on each Committee shall be determined by the President with the advice and consent of the Executive Committee, but no Committee shall have less than two (2) members. The corresponding District Committee chairs shall automatically be a member of the state Committee and shall be kept informed of all Committee activities. With the consent of the majority of the Executive Committee, the President shall have the authority to replace any Committee chair.

State Chapter Meeting attendance along with monthly conference calls are mandatory. If any leader shall miss two (2) conference calls in a row, then that leader shall be subject to dismissal and a replacement as voted on by the Executive Committee.

Create an application process for committee members. Application shall contain committee descriptions and criteria for each available position, as well as what is expected of the applicant. Additionally, ask each applicant to rank other potential positions they might be interested in serving. These applications shall be reviewed by incoming leadership to pick the following year's leadership team.

#### C. Special Committees

Each Special Committee and the terms of all members thereof shall expire automatically on the anniversary date of its creation or when its purpose has been accomplished, whichever comes first.

#### D. Committee Goals

In the fall of each year, each Committee will draft its goals for the coming year and submit them to the President Elect and Vice President Operations for presentation at the Leadership Training meeting.

#### E. Committee Descriptions

**Candidate Development** – This Committee is responsible for educating the Institute Candidate membership and assisting Institute Candidates in the pursuit of the CCIM Designation through answering questions and clarifying requirements. The Committee will hold Candidate Guidance Workshops to assist in achieving this goal. The Chair, and Vice Chair or Co-Chair shall serve as the Chapter representative and oversee the Chapter's recommendations as the Institute Designation Committee requires. Expense Code 5431

**Communication/Newsletter** – This Committee is charged with encouraging and enhancing ongoing dialog between the entire Chapter membership and communicating Chapter activities to all membership and Districts. As a committee they will oversee all direct communication to members from the Chapter. Expense Code 5418

**Commercial Alliances** – This Committee will strive to elevate the affiliate relationships and awareness with the state affiliates; within product type disciplines such as retail, office, industrial, investments and land, with specially affiliates such as ICSC, IREM, ULI, NAIOP, NAREIT, etc. Whoever chairs this Committee shall be a member of the Commercial Alliance Committee of Florida REALTORS. The chair will be in communication with the other groups to know what events they have happening and/or if we can work together on issues/events/conferences. Expense Code 5420

**Designation Promotion/Marketing Committee** – This Committee will be chaired by one individual for a two-year term. Designation Promotion defined as promoting the awareness of the designation, qualification and benefits to using a CCIM to all industry and non-industry related persons (including companies, news outlets, general public, etc.) Marketing defined as promoting the CCIM Chapter/District benefits, events and news. Both Designation Promotion and Marketing shall have separate line items in the budget. Expense Code 5430 and Expense Code 5419

**Education Committee** – This Committee is chaired by the Vice President Education and is responsible for providing relevant and topical education programs to the membership and real estate community. It plans and executes with the Districts the statewide Licensed Delivery of the CCIM Institute courses including the contract negotiations with the CCIM Institute and instructors. Additional education courses shall be conducted by the Districts. Expense Code 7045

**Finance Committee** – This Committee is chaired by the Chapter Vice President Finance and made up of the District Treasurers. This committee is generally tasked with formulating a fiscally sound operating budget based upon the Chapter's anticipated income and expenditures in the upcoming year. This Committee monitors the financial health of the organization during the year. A Vice Chair will be appointed by the Executive Committee or VP Finance. Expense Code 5413

**Legislative/RPAC** – This Committee will monitor proposed legislation and rules and regulations being promulgated by local, county, state and federal governments, boards and commissions that impact the real estate industry and keeping the membership informed of such. The Committee may initiate or support calls-to-action by real estate affiliated entities. This committee will also maintain a strong relationship with Florida REALTORS® and promote contributions to RPAC which will be transmitted to FAR on a monthly basis. Expense Code 5423 and Expense Code 5421

**Membership** – This Committee is responsible for monitoring the membership numbers of the Chapter and conducting membership campaigns and recruitment to expand the Chapter. It will supervise the maintenance of the membership list provided by the Institute and maintained by the Chapter. Membership Chair shall coordinate with the Institute, Chapter Admin, Website Admin, President, and Finance Chair to maintain an accurate membership database containing regularly updates membership figures. Expense Code 5415

Also, their duties include the responsibility to create and maintain member benefits:

- Education opportunities
- Designation Promotion program
- Website (with listing database, industry news/events, and membership info)
- Marketing Forums

- Scholarships
- Opportunities to network with Florida's top real estate related professionals
- Reduced membership rate to local District and Chapter Events
- Opportunities to serve on CCIM Committees
- Receive and Participate in the Florida CCIM Chapter Monthly newsletter (Florida Focus)
- Complimentary Candidate Portfolio Workshops
- Reduced membership rate to locally sponsored Specialty Workshops
- Notification of all CCIM events, legislative issue and CCIM courses
- Ability to contact proven specialists outside your core market

**Nominating** – This Committee is chaired by the immediate past president once removed. The Committee's members are appointed by the current President pursuant to the By-Laws each year and its members should represent all Districts. The immediate Past President shall be a member of the Nominating Committee and serve as the Committee's Vice Chair. Neither the current President nor the President-Elect shall be members of the Nominating Committee.

It is responsible for advertising officer positions for the coming year to the membership, interviewing member applicants and recommending a slate of nominations for all Chapter officer positions. Expense Code 5890

**Scholarship** – This Committee will promote the scholarship programs of the Institute, Chapter and Districts. It will coordinate the application process and educate the Districts as to how the Institute and Chapter scholarship programs work. It will strive to be sure all scholarships each year are awarded to qualified recipients and that the scholarships are used. Expense Code 5424

**Sponsorship** – This Committee is responsible for seeking out financial sponsors of the Chapter or specific Chapter activities in accordance with the Sponsorship Program and to ensure that those sponsors receive sufficient recognition and opportunity to network with the membership at all state meetings and, where possible, at District meetings. Expense Code 5422

**Technology** – This Committee will support the Chapter and Districts in the area of technology issues, primarily the website. It will have primary responsibility for the Chapter website and coordination of it with the Institute. The Committee may also work with CCIM Technologies to increase the use of their services by the Chapter members. Expense Code 5416

**University Alliances** – This Committee will strive to increase the participation of the universities and colleges in the state of Florida, in the Chapter activities. The Committee shall coordinate and assist colleges with master degree programs to become and remain a part of the University Alliance Program of the Institute.

The colleges in the University Fast Track Program in Florida are: Florida International University, Kellogg School of Management, University of Florida, University of Central Florida and University of Miami. The Committee shall work to interact with students, both in the undergraduate and master programs, to introduce the CCIM program and explain the benefits and the prestige of the designation within the commercial real estate industry. The success of the University Alliance program will depend on the

effort to meet with professors and make the CCIM courses and networking available to the students. Expense Code 5425

**Past Presidents Council** – This Committee is composed of all past Presidents of the Chapter and is chaired by the past president once removed for a term of one year. The purpose is to advise the Chapter officers and Board of Directors of concerns, issues and matters of importance that they believe may be overlooked based upon their collective experience and history with the Chapter Leadership. The Past Presidents Council shall seek out and identify leadership individuals to apply for positions. The Past Presidents Council shall support and encourage current leadership. Expense Code 5432

#### F. Committee Chair Duties

The duties of the State Committee Chair is to work with and support the corresponding District Committee Chair including a monthly communication ( i.e. phone call, FaceTime, conference call) with all districts reporting regularly. The State Committee Chair shall create a written synopsis of activity report to be presented to the President-elect on the committee chair monthly call. If a District Chair can not make the call then the chair shall seek to make personal connection in advance of any scheduled call so when the final report is submitted to the President-elect, there shall be information received from all districts of their committee.

## VIII. FINANCE

### A. Finance Committee

The Finance Committee shall be chaired by the Vice President Finance and shall be composed of all District Treasurers. A Vice Chair will be appointed by the Executive Committee.

### B. Monthly & Annual Reviews

#### **Monthly:**

The Chapter will have its financial records reviewed by the Finance Committee on a monthly basis. Upon the close of the month, the Chapter bookkeeper will verify all expenses and income were correctly coded and run a Profit and Loss report by class. The resulting Profit or Loss will be transferred by the Chapter bookkeeper into the correct Sub-Account in Quickbooks to adjust the operating cash balance of each District. The Chapter bookkeeper will then ensure the net dollar change to the bank accounts are accurately reflected by the profit and loss statement for the month. The Chapter bookkeeper will then reconcile all bank accounts for the month in question and send a reconciliation report and copy of the bank statements to the Chapter VP of Finance for review.

Once the above steps are complete a preliminary Profit and Loss statement for the Chapter and each District will be sent to the Chapter VP of Finance for review against the current budget and for accuracy. The VP of Finance will then either instruct the bookkeeper to make needed corrections or approve the distribution of the reports to all District Presidents/treasurers and the Executive Committee.

## **Annual:**

Immediately upon the close of the calendar year the Chapter bookkeeper will run a profit and loss report and balance sheet for the preceding year and ensure all transactions are correctly coded. Then the bookkeeper will reconcile the net cash change for the year to the bank account and ensure each month is accurate. The bookkeeper will then send the profit and loss and balance sheet reports to the VP of Finance for review and approval. Any net income or loss should be added (or subtracted) to retained earnings and the Net Income in Quickbooks will reset to zero for the new calendar year. Once the Quickbooks account is correctly closed for the prior year, the President and the Vice President Finance year shall review the year end financial statements and certify them to the bookkeeper before closing the books for the year. The VP of Finance will then send a copy of the year-end reports and any narrative to the Executive Committee for approval. The Finance Committee will prepare and submit the preliminary year end financial statements to the Board of Directors at the Winter Meeting. The year-end financial statements shall be reviewed and approved by the Board of Directors. A minimum of every 3 years the Chapter will engage an independent third party or a Committee of 3 Past Presidents to review the Chapter's financial records.

### **C. Budgeted Expenses**

All budgeted expenses must be submitted to the Chapter Bookkeeper per the attached Deposit and Expense Guidelines. Any request for funding must be accompanied by a description of the expense and all information as shown on the required form. The form must include who is requesting the check or who authorized the check, what expense or item is for, the purpose, the amount and what budget accounts the expense is to be charged. Appropriate form is attached.

### **D. Non-Budgeted Expenses**

Any non-budgeted expenses in excess of \$1,000, or any expenditure that will exceed the budgeted amount by \$1,000 shall require the approval of the Executive Committee, prior to incurring such expense.

### **E. Checks/Online Banking Payments**

Checks/on-line banking payments will be processed twice a month, approximately on the 15th and last day of each month.

Two authorizations of Executive Committee members of the proposed check register will be required for each check run. Any unbudgeted expenditures or expenditures exceeding budgeted amounts will be noted by the Chapter Bookkeeper in the email request for authorization to process checks. Any checks for unbudgeted amounts in excess of \$1,000 or shall require Executive Committee approval.

### **F. Deposits**

The Districts are responsible for making deposits of cash and checks into the Chapter operating bank account. Each District has been supplied with an endorsement stamp and deposit slips. Deposits are to be made within three (3) business days of the Districts receiving the money. Documentation of the deposit must be prepared and provided per the attached "Exhibit A - Deposit Guidelines".

All receipts for the Chapter will be deposited by the Chapter Bookkeeper.

#### G. Reserve Accounts

During the budgeting process, the Vice President Finance will calculate the budget reserves for the Chapter and each District to determine the correct amount of reserves that must be in the reserves investment accounts to comply with the By-Laws. In the event, the Chapter or any District is not in compliance, then the Chapter or the District must either budget 10% of their membership dues to be placed in the reserves investment accounts upon receipt of such or reduce their total annual operating budget so as to be in compliance.

The Executive Committee may authorize the VP Finance to transfer money from checking to the reserve investment accounts until the reserve investment accounts equal the total of all reserves, including the Chapter and Districts, required by the By-Laws. If the reserve investment accounts equal the budgeted reserves, then excess funds are to be deposited into an operating investment account that is approved by the Executive Committee.

Withdrawals from the reserve investment accounts by the VP Finance may only be approved by the Executive Committee with simultaneous notification to the Board of Directors.

#### H. Returned Checks

Returned deposits (check or electronic fees) will be imposed for the actual amount charged by the bank per the respective bank statement. The Chapter Bookkeeper will follow up on the payment of the original amount plus the returned check fee which must be made via certified check, money order, American Express, Visa, or MasterCard. If a check is returned for any reason, the Chapter Administrator will call or email the person submitting the check for payment stating the reason for return, the returned check fee, and offering to send a copy of the returned check (front and back) if requested. If no response is received, then the Chapter Administrator will send a letter to the person with a copy of this letter being sent to the District President (if it is a District event) and Vice President Finance. If no response is received after 30 days, the District President, Chapter President or Vice President Finance will call the person/company to find out the reason for nonpayment. If no response, the amount will be written off and the person/company will not be allowed to write checks to the Chapter in the future and if the person is a member of the Chapter/District, their membership will be terminated.

#### I. District Financial Accounts/Records

The Chapter Bookkeeper shall be responsible for handling and maintaining all District financial records. The Chapter Bookkeeper issue payments and handle processing of funds at the direction of the District President or his/her delegated representative who will serve as the Chapter Bookkeeper's contact person for financial matters pertaining to the District. The Vice President Finance will oversee the maintenance of all District finances which shall adhere to the approved District business plan.

#### J. Income and Expenses

Any type of payment processing such as PayPal or credit card charges and all other income and expenses must be processed through the Chapter Bookkeeper. There will be no exceptions to this rule. No District shall have a separate bank account of any type.

#### K. Savings and Investments

The Vice President Finance may establish such other savings and investment accounts as the Board of Directors may deem appropriate from time to time.

#### L. Financial Statements

The Chapter Bookkeeper will provide monthly electronic financial statements to the Board of Directors no later than the 21<sup>st</sup> day of each month.

#### M. Travel Expenses

Each Chapter/District member shall be sure that any travel reimbursements requested from the Chapter shall comply with the attached "Exhibit B - Florida CCIM Chapter Expense Reimbursement Policy and Guidelines" as revised and approved by the Executive Committee when necessary.

#### N. Annual Budgeting Process

On or before September 1st of each calendar year, the VP of Finance will distribute the appropriate budget template to each District and each Committee chair for the upcoming year. This budget template must be returned to the Finance Committee no later than October 1st. Upon receipt of all budgets, the VP of Finance will compile them together in the master budget form. The Finance Committee will then meet via phone or web to review the budget for the upcoming year, and will contact District Presidents to resolve any discrepancy or make any changes. The budgets will be shown in a final form to each District president at the annual Chapter officer training to ensure they are familiar with the modified budget and have an opportunity to ask any questions.

Each year at the winter meeting, the Board of Directors will approve the current annual budget, which will be made available for review no later than one week prior to the winter Board of Directors meeting. Once the budget is approved, the Chapter Bookkeeper will enter it into Quickbooks for tracking purposes. The VP of Finance will also instruct the Chapter admin to transfer any required amounts between the operating and reserve accounts to bring them in line with the annual required reserves as voted on by the Board of Directors, and following the above process in section F.

#### O. Chart of Accounts

In order to maintain reliable account records, account code changes should be kept to the absolute minimum. During the annual budgeting process, if the Finance Committee feels a code should be deleted or added, approval must be given by the executive Committee. Once approval is given, the VP of Finance will ensure all past history for any modified account code is accurately transferred and accounted for.

The budget form/template used for the annual budgeting process will also be standard forms as they tie to the current and active account codes. These forms cannot be altered or changed without executive Committee approval to ensure a systematic process occurs each year that is easy to follow for Districts and Chapter. See attached "Exhibit C - Florida CCIM Chapter Chart of Accounts".

#### P. Bank Accounts

There will be two bank accounts kept for the combined Chapter and District funds. These accounts may be kept at one financial institution to ensure ease of funds transfer and administration. The operating account will be a checking account, and the reserve account will be either a savings, CD or money market account and hold required reserves as per the current year's approved budget. Each bank account will be broken down in further detail by sub-account in the Quickbooks system so that each District and the Chapter will have a breakdown of their operating and reserve cash within the bank accounts. Transfers between bank accounts must be approved by the Executive Committee either on a regularly scheduled call or via email request from the VP of Finance. All accounts shall be held in an FDIC insured bank.

#### Q. Accounting System

The Chapter shall have the option to use an online accounting system such as Quickbooks Online to increase visibility into the Chapter and District finances. Only the Chapter Bookkeeper will have access to make changes to the accounts. The executive Committee may create additional user accounts with read only access to be used by appropriate executive Committee members as needed.

### IX. DUES AND FEES ASSESSMENTS

#### A. Dues

The Chapter dues shall be set by the Board of Directors at the Summer Meetings. In the event the Board fails to set dues for the upcoming year by September 1st dues shall automatically remain at the previous year's assessment.

#### B. Complimentary Memberships

The Chapter may offer complimentary one year affiliate memberships to those who donate substantially according to the guidelines and business plan set forth by the Sponsorship Program.

#### C. District Dues Revenue Allocations

Each District shall be credited 50% of the membership dues for each paid member in its District within 30 days of Chapter Bookkeeper receiving the member's dues. The member will be accounted for in the District in which they reside, unless the member specifies another District of choice.

If a member wishes to be in multiple Districts then the member will pay an additional fee of 50% of original dues for each additional District membership and such additional dues will be credited to the appropriate District.

Each District will pay from its District membership income the following expenses that will be allocated based upon the prior year's membership in the Chapter as of June 30th:

- Its proportionate share, based upon the prior year's membership numbers, of fifty percent (50%) of the Chapter Administrator and Bookkeeper expenses budget for that year
- Its proportionate share of fifty percent (50%) of the cost to the Chapter for the Institute's unified billing program

- Credit card processing fees or similar fees for all District activities for which the Chapter collects the income.
- New Designees will be invited to attend a dinner event to honor them as new Designees at the expense of the District in which they reside, the cost not to exceed \$75 per designee and if cost does exceed \$75 per designee the Chapter will be responsible for the overage.
- TotalCommercial.com through Cornerstone Publishing monthly fees.

Each District will also budget and be charged for:

- Travel expenses for all District officers budgeted in the District budget for attending Chapter meetings including Board of Directors meetings, membership meetings, leadership training and Institute meetings including national business meetings and leadership training.
- Core course social events
- District sponsored scholarships

#### D. Allied Industries Membership Exchanges

With the consent of the majority of the Executive Committee, the Chapter shall agree to a complimentary membership exchange between an officer or an appointee of the Chapter and an executive officer or staff appointee of various non-profit business organizations, including but not limited to: Chambers of Commerce, business development corporations, economic development corporations, building industry associations, and university faculty.

#### E. Waivers

Chapter membership dues shall be waived for all Florida resident CCIM instructors currently Certified by the Institute for the term of their tenure with the stipulation that the instructor must attend one of the two National Institute meetings and one State Chapter meeting per year. All past CCIM Institute Presidents and Florida Chapter Presidents living in Florida, and Hank Thompson Award recipients shall be given honorary membership to the Chapter (no membership dues required) and will be able to serve on the Board in elected and appointed positions.

#### F. University Member Fees

A university member is one who is a college student and is in the real estate department of a Florida College. The annual fee is \$25. University members do not have the right to vote or hold office.

## X. EDUCATION

### A. Net Proceeds Distribution

The net proceeds after all expenses are paid for CI core courses will be split between the Chapter and the Districts, 30% to the sponsoring District and 70% to the Chapter. For CCIM Foundations or Ward Center courses, the sponsoring District will retain all of the net proceeds except for a \$500 Chapter administration fee.

### B. Course Schedules

During the summer of the preceding year, the Vice President Education will work with each District to prepare a schedule for the course offerings to be submitted to the Institute for approval. The schedule will insure a fair balance of courses for Districts and the avoidance of competing courses.

### C. Course Budgets

During the fall of the preceding year, each District will prepare a course budget including estimated income, expenses and net proceeds. The budget must be approved by the Chapter Vice President Education before any expenses can be incurred. Contracts for course venues must be reviewed by the Chapter Vice President Education prior to execution by the District President, District Education Chair or Chapter Administrator.

### D. Instructor Selection

The Chapter will strive to select the most qualified instructors from the approved instructor roster maintained by the CCIM Institute. The chapter will endeavor to first select qualified instructors from the Florida Chapter, with the balance of assignments filled from a cross section of instructors from around the nation. The selected instructors shall agree to and execute the Chapter Instructor Agreement.

### E. Instructor Course Payments

If the Chapter receives an advance payment on the proceeds to be paid to the Chapter equal to

or greater than the instructor fees, the instructors will be paid upon completion of the course and submission of an invoice. The Chapter will pay the instructors via online bank checking or by any other means selected by the Chapter. If an advance payment is not received, the instructors will be paid upon receipt of the instructor's invoice and receipt of sufficient funds to cover the instructor fees or within two weeks of submission of invoice; but in no case later than two weeks of class completion.

### F. Process, Rules and Responsibilities

See Attached "Exhibit D - Process, Rules and Responsibilities for Education".

### G. Jay W. Levine Leadership Development Academy

**Attendees** - Each year the Executive Committee may sponsor CCIM Designees to attend the Jay W. Levine Leadership Development Academy on behalf of the Chapter if funds are available. The selected Designees shall be selected on the basis of demonstrated leadership and their desire to be leaders in the Chapter. Any other Designees may attend the Academy at their own expense if approved by the Executive Committee. No more than four (4) members of the Chapter membership shall attend the Academy in any one year.

**Sponsorship** – The Chapter shall budget up to \$10,000 to assist Chapter sponsored attendees with costs. The budget will cover the reasonable and frugal costs of tuition and approved travel costs. Any expenses in excess of the budget will be the attendee's obligation. The funds for this sponsorship are budgeted under Licensed Delivery in anticipation that Licensed Delivery will be profitable and able to support the development of future Chapter leaders.

**Deadline** – Applicants to the Academy must complete the application process by September 15th of each year.

**Continued Service** – In exchange for an attendee being sponsored by the Chapter, attendee will be expected to support the Chapter through leadership roles in the future in the next 3 to 5 years after graduation from the Academy Graduates become the primary candidates for future leaders of the Chapter.

The Academy - The Jay W. Levine Leadership Development Academy is a dynamic initiative that will foster the development of the next generation of leaders in the commercial investment real estate industry. The program will create a network of leaders whose increased awareness and commitment to service will help shape the future of the CCIM Institute.

The academy is named in memory of Jay W. Levine, CCIM #2 and the first president of the CCIM Institute. Jay was an inspirational and industry leader for close to four decades before his death in January 2002.

This program is designed to encourage, strengthen and build the pool of future leaders for the top volunteer positions within the CCIM organization. It's also ideal for further developing personal talents and skills that impact and influence everyday business relationships.

These goals will be accomplished through organized training sessions; networking opportunities with peers, academy graduates, current institute leaders and various past Presidents; and through assigned activities (such as required readings and completion of a future business plan). The academy will be led by professional facilitators.

#### H. CI Course Socials

CI Core Courses – The Chapter will reimburse the Districts for holding a course social at the rate of \$10 per student for the students attending a CI core course plus \$30 to cover instructors and/or guests. This payment to the Districts will be automatic upon the submission of the request for payment or reimbursement of the social expenses.

CCIM Foundations and Ward Center Courses – Each District is encouraged to hold a social at District sponsored intro courses and since the District retains all of the net proceeds from the course, the expenses for the social are not reimbursed by the Chapter.

#### I. Course Cancellations

In the event a course does not have sufficient students registered to show a budgeted break-even, the Education Chair will consult with the sponsoring District to make the decision to cancel a course. The final decision to cancel a course is the responsibility of the Vice President Education.

## XI. MEETINGS

### A. Mandatory Meetings

Per the By-Laws, the Chapter shall hold two meetings of the general membership and the Board of Directors each year. One meeting will be held during the summer (Summer Meeting) and the second meeting shall be held during the winter typically in January (Winter Meeting).

Two State Meetings: Mandatory to have the following elements:

- General Membership Meeting
- Board of Directors Meeting
- Education Session (as time and facility allow)
- Candidate Guidance Session
- Marketing Session
- Past Presidents Meeting

- Networking Session

It is recommended that an Event Task Force is appointed by the President Elect which will be chaired by the VP Admin to put together the events for the above mentioned two state meetings.

It shall become mandatory for Districts with more than 20 members budget and send at least one representative to the National Meetings.

## B. Leadership Training Meeting

In addition, the Chapter will also hold a Leadership Training meeting, typically during the month of October. This meeting shall be a requirement of future leadership and shall consist of a basic agenda each year. It must cover each of the following and be included on the application for leadership positions:

- By Law and Policy & Procedures Overview
- Committee Structure
- Yearly Calendar (Event Timelines) - see attached “Exhibit E - Standardized Calendar of Events/Timelines/Deadlines”
- Budget
- Chart of Accounts
- Expense Forms
- Deposit Forms
- Goal Setting
- Education (how it works/who is responsible)
- Recommended/NOT Mandatory-(Team Building Exercise/Event

### 1. Library of Tutorials

Create a Library of Tutorials for potential leaders, committee members and general

membership to access. These shall be instructional videos on the website:

- Finance
  - How to submit reimbursements
  - Guidelines on timing and how process works of getting items approved to be paid
- Budget (how it works, allocations, timing, and approval process)
- Intro to Leadership (what to expect)
- Committee Roles and Expectations
- CCIM Courses (how they work and who is responsible)

### 2. Consent to Serve

All leadership positions must sign a consent to serve form – see attached “Exhibit F - Consent to Serve Form” that contains the CCIM mission statement and acknowledges they have read and fully understand the Chapter Bylaws and Policy & Procedures. A conflict of interest statement shall be included too.

## XII. AWARDS

### A. Chapter Awards

#### 1. District of the Year Award

- The District of the Year Award will be awarded by the Chapter President to the District which outperformed other Districts by doing two or more of the following within that year:
- Provided the most benefits to its members (meetings, events, etc.)
- Exceeded membership by 20% or more from the previous year
- Obtained the most sponsorships
- Turned their District around financially

#### 2. Recognition of Retiring President

#### 3. Chapter Sponsor of the Year Award

### B. Hank Thompson Award Guidelines

#### 1. The Hank Thompson Award:

The Hank Thompson Award originated in 1990 in honor of Henry E. Thompson, President of the Florida CCIM Chapter (hereinafter referred to as Chapter). The award is given in recognition of a Chapter Designee member in good standing (as defined in the CCIM Institute Bylaws and Chapter Policy and Procedures), who made a significant impact on the Chapter on a cumulative basis. The Hank Thompson Award recipient shall receive a personal plaque for his/her home or office, their state Chapter dues will be waived for life and the Communications Chair or Administrator will seek maximum media exposure for the recipient of this award.

#### 2. Criteria for Qualification of the Award:

- Nominee must be a Designee with a minimum of 10 years as a member in good standing.
- The Designee shall have played an important role in the development of programs and/or events that resulted in providing benefits and services to Chapter members.
- The Designee shall have promoted high morale among the Chapter members.
- The Designee shall have substantially assisted in the development of new members to the Chapter.
- The Designee shall have demonstrated keen loyalty to the CCIM designation and to the Chapter.
- The Designee shall have maintained the highest possible standard of business ethics in dealing with Chapter members.
- The serving President and President-Elect shall not be eligible for nomination or receipt of the award during their appointments.

#### 3. Nomination guidelines and process:

- All Chapter Designee Members in good standing are eligible to nominate another Chapter member in good standing.
- Chapter Members will be asked no later than Sept. 15<sup>th</sup> of each year to submit their nominations. All nominations will be due no later than October 31<sup>st</sup>.

- The current residing Chapter President, President-Elect and Administrator will oversee the nomination process and will be excluded from nominating anyone for the award.
- Nominations shall be limited to a restricted template allowing a maximum of two (2) pages provided by the Chapter and must cover the required criteria provided in section II of this policy. If the nominator fails to submit the completed template, they may be asked to resubmit their nomination via the approved template and if they do not adhere to this requirement, their nomination will be null and void.

4. Selection Guidelines:

- Nominations meeting the criteria (based on evaluation by the then serving Chapter President and President-Elect) will be submitted via ballot to the past recipients who are Chapter Members in good standing. The name of the person nominating the member shall not be included on the form and will only be known to the President, President Elect and Chapter Administrator.
- A Ballot containing the nominees meeting the criteria shall be sent to all past recipients of the award who are current Chapter members in good standing. The ballots will be secret with no conversations or discussions amongst past recipients. The ballot will have an option to vote for and select, "None of the Candidates".
- 67% of the votes are required to win on the first ballot.
- Should any single nominated individual fail to receive 67% of the votes on the first ballot, the two individuals receiving the most votes on the first ballot shall be included in a second ballot. This second ballot shall be sent to all past recipients of the award who are current Chapter Members in good standing.
- Award recipient's plaque and the award recipient shall remain anonymous until it is presented to the recipient at the next Winter Business meeting.

C. District Awards

Each District will develop its own awards program which will be subject to the Chapter's review.

## II. SPONSORSHIPS

A. Sponsors

The Chapter and the Districts may solicit sponsors for their respective organizations or for special events.

The member soliciting such sponsorships for the Chapter may use the attached Exhibit G "Chapter Sponsorship Program", when necessary, as revised and approved by the Executive Committee.

Each District may have its own respective sponsorship program subject to the approval of the Chapter Executive Committee and/or Chapter Sponsorship Committee Chair.

Offer a 12-month sponsorship from the date of signup to coincide with the calendar of events or offer a proration for the balance of the calendar year with a cutoff of July 1st.

Districts and Chapter shall split the Chapter sponsorship revenue with 1/3 going to the Districts if the referral came through the District officers/and or the sponsorship chairman. Chapter sponsorship revenue originating from the referrals of Chapter leadership shall not be split.

### III. USE OF THE CCIM DESIGNATION GUIDELINES

#### A. CCIM Designation Misuse

Misuse of the CCIM designation by a candidate or anyone who is not a designee is strictly prohibited and subject to disciplinary action, including recourse by the Institute and the National Association of REALTORS® to state real estate licensing agencies in order to protect the integrity of the CCIM designation.

#### B. References to Candidate Status

Institute candidates may not refer to their candidate status, except in a resume to prospective employers and must never place CCIM before Candidate.

The correct wording on membership applications, in articles, on flyers, etc. is “Institute Candidate” not CCIM Candidate. To be an Institute Candidate, you must make formal application and be current on your institute dues. Chapters are chartered with the CCIM Institute and the dues of the two are paid separately. For further information please visit [www.cim.com](http://www.cim.com)

#### C. SUBORDINATION TO CCIM INSTITUTE

To avoid conflicts between the activities of Chapters and between activities of CCIM Institute, local boards, state associations, the NATIONAL ASSOCIATION OF REALTORS®, and its Institutes, Societies and Councils, the CCIM Institute shall issue from time to time, regulations and directives to which the Chapter shall conform.