

**CREW: COMMERCIAL REAL ESTATE WOMEN, INC.
AND CREW CLASSIC, INC.**

POLICIES AND PROCEDURES

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*[These Policies and Procedures have been approved by the CREW Dallas Board of Directors,
but please keep in mind that they are only a guide and subject to change.]*

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I. CREW ORGANIZATION

- A. About CREW. CREW Dallas is a non-profit organization of commercial real estate professionals providing opportunities for networking, education, leadership development and civic/philanthropic involvement. Respected by industry leaders around the country, this powerful networking force works together to exchange information, expand knowledge, develop business contacts and help each other succeed personally and professionally. CREW is focused on advancing the success of women in commercial real estate and does so by looking outward to bring more women into the industry, showcasing member expertise and successes and serving as a resource to its members and the industry. The multi-disciplinary membership assists in all phases of commercial real estate transactions.
- B. CREW Entities. CREW consists of two organizations:
1. Commercial Real Estate Women, Inc. (d/b/a “CREW Dallas”) is a Texas non-profit corporation chartered in 1986, and a federal tax-exempt organization under Section 501(c)(6) of the Internal Revenue Code (the “Code”) as a “business league.” It is a professional organization offering opportunities for networking, education, and leadership development. “Commercial Real Estate Women, Inc., a Texas non-profit corporation” should be used for the signing of official contracts, tax returns, or other legal matters where the assumed name may not be used. “CREW Dallas” may be used in PR, marketing, sponsorship solicitations, accepting checks, etc.
 2. CREW Classic, Inc. (d/b/a “CREW in the Community”) is a Texas non-profit corporation chartered in 1990, and a federal tax-exempt organization under Section 501(c)(3) of the Code. CREW in the Community is a “supporting organization” under Section 509(a) of the Code. CREW in the Community exists to support the purposes of CREW Dallas through charitable and philanthropic activities. It raises funds through a golf tournament and other fund-raising events, offers leadership opportunities, and provides community and philanthropy education. “CREW Classic, Inc., a Texas non-profit corporation” should be used for the signing of official contracts, tax returns, or other legal matters where the assumed name may not be used. “CREW in the Community” may be used in PR, marketing, sponsorship solicitations, accepting checks, etc.
- C. Membership Qualifications. Qualification for membership in CREW Dallas is determined by the Bylaws of CREW Dallas. CREW in the Community has no members, but its activities are carried out by CREW Dallas members.
- D. Leadership Roles. Leadership Roles for both CREW Dallas and CREW in the Community are described on Exhibit A.

- E. CREW Network Affiliation. CREW Dallas is a chapter member of Commercial Real Estate Women Network (“CREW Network”), which is a federation of CREW chapters throughout North America. A portion of CREW Dallas member dues are paid to CREW Network, which provides services to CREW Dallas and its members. CREW Network Foundation (“CREW Foundation”) is the philanthropic arm of CREW Network, which was formed to help women and girls achieve economic self-sufficiency and to inform members about the benefits of giving and philanthropy.

II. CREW DALLAS ORGANIZATION

- A. Board of Directors. The CREW Dallas Board of Directors (the “Board”) oversees the management of CREW Dallas and is responsible for transacting all business, approving all expenditures and carrying out the purposes, objectives and policies of the organization. The Board is a strategic board, meaning that it sets goals, priorities and strategic objectives and establishes and oversees the budget, but it delegates responsibilities for carrying out objectives to the committees of the organization. The Board is responsible for ensuring that activities of the organization are consistent with the then-current strategic plan. The Board is also responsible for the organization’s compliance with its Bylaws and these Policies and Procedures. Each member of the Board of Directors is encouraged to attend CREW Dallas and CREW in the Community events.
- B. Board Membership. The CREW Dallas Board is made up of eleven (11) voting directors (each a “Director”) and one (1) non-voting Director as follows:
1. President
 2. President-Elect
 3. Past President
 4. Strategic Advisor (former Past President)
 5. Secretary/Treasurer
 6. Community Projects Director
 7. Programs Director
 8. Marketing/Communications Director
 9. Member Services Director
 10. Membership Director
 11. Sponsorship Director
 12. Executive Director (non-voting Director)
- C. Terms of Office. The President-Elect, President, Past President, and Strategic Advisor each hold their office for a one-year term beginning January 1 following election as President-Elect and thereafter holding the offices of President, Past President, and Strategic Advisor for one-year consecutive terms. The other Directors hold office for a term of two years from January 1 following election through December 31 of the subsequent year; however, each year, the new President-Elect assigns each of the Directors to serve as either Secretary/Treasurer

or as any of the committee liaisons (Community Projects, Programs, Marketing/Communications, Member Services, Membership, or Sponsorship).

The terms of office for the Secretary/Treasurer and other Directors should be staggered so that four are elected in one year and three are elected the following year, and so on.

- D. Executive Director. The Executive Director serves as a non-voting Director of the Board and under the direction of the Secretary/Treasurer, keeps the minutes of Board Meetings. The Executive Director is responsible for running the operations of CREW Dallas and CREW in the Community. She works closely with the Board to achieve the strategic goals and provides guidance and continuity to the committees on all aspects of activities and plans. She should be included in all committee meetings.
- E. Officers. The President, President-Elect, Past President and Secretary/Treasurer are all officers of CREW Dallas and make up the Executive Committee of the Board. The Executive Committee is an ad hoc committee called into service at the request of the President.
- F. CREW Dallas Nominating Committee. In approximately May of each year, the Board selects two (2) Directors to serve on the CREW Dallas Nominating Committee. The preference is that one of the two selected Directors is in the first year of service on the Board and the other is in the second year of service on the Board. The Past President chairs this Committee.
- G. Organization Chart. The organization chart for CREW Dallas is attached as Exhibit B.

III. CREW IN THE COMMUNITY ORGANIZATION

- A. Board of Trustees. The CREW in the Community Board of Trustees (the “Board of Trustees”) oversees the management of CREW in the Community and is responsible for transacting all business, approving all expenditures and carrying out the purposes, objectives and policies of the organization. The Board of Trustees is a strategic board, meaning that it sets goals, priorities and strategic objectives and establishes and oversees the budget, but it delegates responsibilities for carrying out objectives to the committees of the CREW Dallas organization. The Board of Trustees is also responsible for the organization’s compliance with its Bylaws, strategic plan, and these Policies and Procedures. Each member of the Board of Trustees is encouraged to attend CREW in the Community events.
- B. Board of Trustees Membership. The CREW in the Community Board of Trustees is made up of twelve (12) voting Trustees and three (3) non-voting Trustees from January 1 through May 31 and thirteen (13) voting Trustees and two (2) non-voting Trustees from June 1 through December 31, as follows:
 - 1. Chair of the Board of Trustees / CREW Dallas Past President

2. CREW Dallas President
3. CREW Dallas President-Elect
4. Strategic Advisor (appointed by the Chair) (non-voting Trustee)
5. CREW Dallas Secretary/Treasurer
6. CREW Dallas Community Projects Director
7. CREW Dallas Sponsorship Director
8. CREW Dallas Golf Classic Tournament Committee Chair
9. CREW Dallas Golf Classic Tournament Committee Vice Chair
(non-voting Trustee January 1 through May 31, voting June 1 through December 31)
10. CREW Careers Chair
11. At-Large Trustee
12. At-Large Trustee
13. At-Large Trustee
14. At-Large Trustee
15. Executive Director (non-voting Trustee)

C. Terms of Office. Except for the four At-Large Trustees, each of the Trustees holds office on the Board of Trustees for a one-year term beginning January 1 following election. The At-Large Trustees hold office for a term of two years from January 1 following election through December 31 of the subsequent year. The terms of office for the At-Large Trustees are staggered so two are elected each year.

D. Officers. The Chair of the Board of Trustees (the CREW Dallas Past President), the CREW Dallas President, the CREW Dallas Secretary/Treasurer and such others as may be elected, are officers of CREW in the Community.

E. Board of Trustees Contributions. Each Trustee must make a personal donation in any amount to CREW in the Community no later than April of each year. In addition, each At-Large Trustee is expected to either personally donate or secure a sponsorship to CREW in the Community in the amount of at least \$1,000 each year. Each year, the At-Large Trustees are also expected to plan and host an educational program related to philanthropy or charitable needs in the community.

F. Executive Director. The Executive Director serves as a non-voting Trustee of the Board of Trustees and under the direction of the Secretary/Treasurer, keeps the minutes of Board Meetings.

G. Grants. CREW in the Community makes grants of net proceeds from its fund-raising efforts to 501(c)(3) charities consistent with its strategic plan. CREW in the Community may not make grants to any entity that is not a 501(c)(3). Through 2016, CREW in the Community has committed to give up to 10% of net proceeds or \$10,000 off the top to CREW Foundation, and to split the remaining balance of net proceeds 65% to the Dallas Women's Foundation (usually in September/October) and 35% to University of Texas Southwestern Medical Center (usually in October/November). The Dallas Women's Foundation

usually proposes charities it has vetted and that provide services consistent with the CREW in the Community mission. The Board of Trustees and other invitees attend a meeting hosted by the Dallas Women's Foundation, where the Foundation presents information about the proposed charities and the Board of Trustees selects the grant recipients and amounts for each grant. The University of Texas Southwestern Medical Center hosts a meeting with the Board of Trustees and other invitees, where various doctors proposed by the Medical Center present their grant requests and the Board of Trustees selects the grant recipients and amounts for each grant.

- H. CREW in the Community Award. The CREW in the Community Award honors a CREW Dallas member who has shown outstanding service both to CREW Dallas and the community at large by devoting time, service and resources to education, leadership and philanthropy. CREW in the Community gives out this award at the holiday luncheon in December of each year. Nominations are accepted from the general membership in August each year. The CREW in the Community Award nominations are due at the same time CREW Dallas award nominations are due. After receipt of nominations, the Board of Trustees determines the finalists and recipients of the award no later than November 1.
- I. Organization Chart. The organization chart for CREW in the Community is attached as Exhibit C.

IV. CREW DALLAS CODE OF ETHICS

- A. Each member of CREW Dallas agrees to uphold the following Code of Ethics:
 - 1. The member will conduct her/his professional activities in a manner that reflect credit upon CREW Dallas.
 - 2. The member will refrain from conduct that is detrimental to other members, the real estate profession and the public.
 - 3. The member will cooperate with other members and, when appropriate, share with them personal knowledge and experience.
 - 4. The member will respect the professional reputation of and the confidential relationship with other members.
 - 5. The member shall not make, authorize or otherwise encourage any derogatory or disparaging comments concerning another member.
 - 6. The member will maintain equitable, honorable and cooperative association with fellow members.
 - 7. The member will place honesty and integrity above all else.

8. The member will, at all times, exercise loyalty to the interests of her/his client(s).
 9. No member may use, or permit her/his company to use, the CREW Dallas logo without the prior written consent from the Board.
- B. The CREW Dallas Code of Ethics will be given to each new member and will be distributed at the annual leadership transition meeting.

V. CREW DALLAS BOARD OF DIRECTORS MEETINGS

- A. General. CREW Dallas Board meetings are held monthly, with special meetings called as necessary. A two-thirds (2/3) majority of the Board constitutes a quorum for the transaction to the business at any meeting. Each voting Director has one vote. Votes may be taken without a meeting at the direction of the President and in accordance with the Bylaws. Normally this is done by an email to all Directors setting forth the action to be taken and email responses back from each Director to the Executive Director with an indication of the consent or objection to the proposed action. The Executive Director will give prompt notice of the taking of an action by Directors without a meeting by less than unanimous written consent to each Director who did not consent to the action.
- B. Board Meetings. Attendance at all monthly meetings of the Board is mandatory and the President and Executive Director should be notified in advance of any absence.
1. All discussions of the Board shall be strictly confidential. However, the results of those discussions and decisions of the Board are not confidential and are intended to be shared with other leaders and committees.
 2. Each Director is responsible for ensuring that the Director's committee reports are presented to the Board before the regularly scheduled meetings of the Board.
 3. Minutes of all committee meetings are maintained by the Executive Director and approved by the Board at the subsequent meetings.
 4. Each Director is expected to:
 - a. Review minutes, committee reports, and agenda before each meeting.
 - b. Arrive on time.
 - c. Engage in discussions without cell phones.
- C. Order of Business. The presiding officer will determine that a quorum is present and then the meeting will be called to order promptly at the predetermined time. The meeting will adhere to the following agenda (any business unrelated to agenda items will be handled under New Business):

1. Call to order.
2. Minutes and Financial Statements are read and corrections are requested. A vote will be taken on whether to approve Minutes and Financial Statements.
3. Committee reports for all committees other than CREW Careers and CREW Dallas Golf Classic will be considered and approved as a consent agenda item.
4. View from the Top: Report from Executive Director
5. Old Business is discussed.
6. New Business is discussed.
7. Adjournment.

VI. CREW IN THE COMMUNITY BOARD OF TRUSTEES MEETINGS

- A. General. Board of Trustees meetings are held monthly, with special meetings called as necessary. A two-thirds (2/3) majority of the Board of Trustees constitutes a quorum for the transaction to the business at any meeting. Each voting Trustee has one vote.
- B. Board of Trustee Meetings.
 1. Attendance at all Board of Trustees monthly meetings is mandatory and the CREW in the Community Chair and Executive Director should be notified in advance of any absence.
 2. All discussions of the Board of Trustees shall be strictly confidential. However, the results of those discussions and decisions of the Board of Trustees are not confidential and are intended to be shared with other leaders and committees.
 3. Each Trustee is responsible for ensuring that its committee reports are presented to the Board of Trustees before or at the regularly scheduled meetings of the Board of Trustees.
 4. Minutes of all committee meetings are maintained by the Executive Director and approved by the Board of Trustees at the subsequent meetings.
- C. Order of Business. The presiding officer will determine that a quorum is present and then the meeting will be called to order promptly at the predetermined time. The meeting will adhere to the following agenda (any business unrelated to agenda items will be handled under New Business):

1. Call to order.
2. Minutes and Financial Statements are read and corrections are requested. A vote will be taken on whether to approve Minutes and Financial Statements.
3. Committee reports for CREW Careers and CREW Dallas Golf Classic will be considered and approved as a consent agenda item.
4. Secretary/Treasurer's Report is given and discussed.
5. View from the Top: Report from Executive Director, as appropriate.
6. Old Business is discussed.
7. New Business is discussed.
8. Adjournment.

VII. PRESIDENT

A. Description.

1. The President serves as the Chair of the Board of CREW Dallas, is the chief executive officer, and presides over the Executive Committee.
2. The President's term is for one (1) year, from January 1 through December 31, during the year immediately following the President's term as President-Elect.
3. The President serves as a Trustee on the Board of Trustees and is an officer of CREW in the Community.

B. President Responsibilities.

1. Lead the Board in establishing and setting goals, priorities, policies, and strategic objectives for CREW Dallas and communicate them to membership. CREW Dallas usually develops a strategic plan at least every three to five years.
2. Participate in establishing and setting goals, priorities, policies, and strategic objectives for CREW in the Community.
3. Support fundraising for CREW Dallas and CREW in the Community.
4. Have an in-depth knowledge of the CREW Dallas Bylaws, the CREW in the Community Bylaws, the CREW Dallas Strategic Plan, these Policies and Procedures, and any personnel policies. Ensure that the CREW Dallas

Bylaws, the CREW Dallas Strategic Plan, these Policies and Procedures, and any personnel policies are kept current.

5. Represent CREW Dallas at industry and at CREW Dallas and CREW in the Community events.
6. Serve as a Director for two additional years as Past President and Strategic Advisor.
7. Serve as a Trustee of the Board of Trustees and as an officer of CREW in the Community.
8. Work closely with the Executive Director to follow operations, budgets, committee progression, goals and tactics.
9. Participate in the performance review process for the Executive Director, typically in early February of each year.
10. Appoint members to serve on the CREW Network Scholarship Selection Committee, if seats are available and open based upon contributions to CREW Foundation.
11. Plan and coordinate Board/Chair Transition Meeting in preparation for the upcoming year in conjunction with President-Elect, typically in November/December.
12. Host Board Appreciation Dinner at year-end. The cost of the dinner is paid by CREW Dallas.
13. Provide training and orientation for President-Elect.

C. Travel and Other Requirements.

1. Preside over CREW Dallas Board meetings on the 1st Thursday of each month. Create/maintain Director accountability and effective communication.
2. Attend Board of Trustees meetings, usually on the 1st Friday of each month.
3. Preside over CREW luncheons, usually on the 3rd Wednesday of each month.
4. Presides over Executive Committee meetings, as needed.
5. Attend CREW Network National Convention. CREW pays for allowable expenses in accordance with the Reimbursement Policy below.

6. Attend the Board retreat, usually in early November at a location within driving distance from Dallas. Room and meals are paid for by CREW Dallas.

VIII. PAST PRESIDENT

A. Description.

1. The Past President serves as a Director of CREW Dallas, and is an officer and a member of the Executive Committee.
2. The Past President serves as the Chair of the Board of Trustees and is an officer of CREW in the Community.
3. The Past President's term is for one (1) year, from January 1 through December 31, during the year following service as the President of CREW Dallas.
4. The Past President serves as one of the two CREW Network delegates; however this responsibility may be delegated to another qualified CREW member.
5. The Past President serves as an ex officio Trustee of the Dallas Women's Foundation Board.

B. Past President Responsibilities.

1. Participate in establishing and setting goals, priorities, policies, and strategic objectives for CREW Dallas.
2. Lead the Board of Trustees in establishing and setting goals, priorities, policies, and strategic objectives for CREW in the Community. CREW in the Community usually develops a strategic plan at least every three to five years.
3. Oversee (with President-Elect) and support fundraising for CREW Dallas and CREW in the Community.
4. Serve as one of the two CREW Network delegates representing CREW Dallas; however this responsibility may be delegated to another qualified CREW member.
5. Serve as a Director for one additional year as Strategic Advisor.
6. Serve as Chair of the Board of Trustees and as an Officer of CREW in the Community.
7. Serve as Chair of the CREW Dallas Nominating Committee.

8. Serve as a Trustee of the Dallas Women's Foundation Board and make Dallas Women's Foundation a top priority during service. This is a voting position and the monetary requirement of the Board of Trustee members is satisfied by the CREW in the Community annual grant to the Dallas Women's Foundation.
9. Have an in-depth knowledge of the CREW Dallas Bylaws, the CREW in the Community Bylaws, the CREW in the Community Strategic Plan, these Policies and Procedures and any personnel policies. Ensure that the CREW in the Community Bylaws, the CREW in the Community Strategic Plan, these Policies and Procedures, and any personnel policies are kept current.
10. Organize and preside over the Executive Director's performance review, usually in early February, in connection with budgeting for the following year, and recommend any salary changes/bonuses to the Board for inclusion in the annual budget. Participants in the performance review process should include all the members of the Executive Committee from the prior year and the President-Elect and current Secretary/Treasurer.

C. Travel and Other Requirements.

1. Attend CREW Dallas Board meetings, usually on the 1st Thursday of each month.
2. Preside over the Board of Trustees meetings, usually on the 1st Friday of each Month. Create/Maintain Trustee accountability and effective communication.
3. Attend CREW luncheons, usually on the 3rd Wednesday of each month.
4. Attend CREW Dallas Executive Committee Meetings, as needed.
5. Attend the CREW Network Leadership Summit/Council meetings and CREW Network National Convention, usually in January, June and October. CREW pays for allowable expenses in accordance with the Reimbursement Policy below.
6. Dallas Women's Foundation Activities:
 - a. Attend the Board Orientation.
 - b. Attend 4 Board meetings (including the Board retreat).
 - c. Serve on a committee of the Board.
 - d. Support and attend Dallas Women's Foundation events.
7. Attend the Board retreat, usually in early November at a location within driving distance from Dallas. Room and meals are paid for by CREW Dallas.

IX. PRESIDENT-ELECT

A. Description.

1. The President-Elect is elected annually by the vote of eligible members of CREW Dallas, usually in September. The President-Elect's term is for one (1) year, from January 1 through December 31. Immediately following service as President-Elect, the President-Elect will serve as President of CREW Dallas.
2. The President-Elect serves as a member of the Board of CREW Dallas, and as an officer and member of the Executive Committee.
3. The President-Elect serves as one of the two CREW Network delegates.

B. President-Elect Responsibilities.

1. Participate in establishing and setting goals, priorities, policies, and strategic objectives for CREW Dallas and CREW in the Community.
2. Oversee (with Past-President) and support fundraising for CREW Dallas and CREW in the Community.
3. Represent CREW Dallas at industry and at CREW Dallas and CREW in the Community events.
4. Following service as President-Elect, serve as Director for three consecutive years as President, Past President and Strategic Advisor.
5. Chair the Signature Event Committee. The Signature Event Subcommittee is responsible for planning and hosting the annual Evening of Outstanding Achievement Awards Dinner, which is intended to raise the stature of CREW in the local community, promote the quality of Outstanding Achievement Award (OAA) finalists and recipients, and provide member benefits (networking/business development opportunities). Any funds raised benefit CREW Dallas.

Event Description - Dinner held on a weeknight in the fall. Business attire is recommended, but cocktail is also okay. Open to the public. The program is intended to include the presentation of the OAA award and a well-known speaker that is an attendance draw and would appeal to any commercial real estate professional. CREW will subsidize attendance by associate members or allow them to attend as volunteers.
6. Serve as CREW Network delegate representing CREW Dallas.
7. Serve as Trustee on the Board of Trustees.

8. Serve as ex officio NTCAR board member, which is a non-voting position. The President-Elect's role is to inform the NTCAR Board about events and other opportunities offered by CREW Dallas and CREW in the Community and to share news about CREW. The President-Elect should also share information learned at NTCAR Board meetings with the CREW Dallas and CREW in the Community Boards, as appropriate.
9. Prepare for role of President, e.g., public speaking training, enhancing leadership skills, board governance, and becoming familiar with parliamentary procedures set forth in Robert's Rules of Order, Revised, which are to be used for all Board meetings (a copy is available on the CREW Network website).
10. By the end of the term, have an in-depth knowledge of the CREW Dallas Bylaws, the CREW in the Community Bylaws, the CREW Dallas Strategic Plan, these Policies and Procedures, and any personnel policies.
11. Assist and support the President and coordinate special projects as requested.
12. Serve as President when the President is not available.
13. Participates in the performance review process for the Executive Director, typically in early February of each year.
14. Upon election of all the Directors who will serve during the President-Elect's term as President, assign each Director to one of the following positions: Secretary/Treasurer, Community Projects Director, Programs Director, Marketing/Communications Director, Member Services Director, Membership Director, or Sponsorship Director.
15. Plan and preside over the incoming Board's retreat.
16. Coordinate and preside over the new Board/Chair Transition Meeting, typically in November/December.
17. Select end of year gift for outgoing President; this is to be given at the December luncheon. Cost comes out of the CREW Dallas administrative budget.

C. Travel and Other Requirements.

1. Attend CREW Dallas Board meetings, usually on the 1st Thursday of each month.
2. Attend Board of Trustees meetings, usually on the 1st Friday of each month.

3. Attend CREW luncheons, usually on the 3rd Wednesday of each month
4. Attend the CREW Network Leadership Summit/Council meetings and the CREW Network National Convention, usually in January, June and October. Attend leadership and best practices training session. CREW pays for allowable expenses in accordance with the Reimbursement Policy below.
5. Attend CREW Dallas Executive Committee meetings, as needed.
6. Serve as Vice Chair of the CREW Dallas Nominating Committee.
7. Attend and preside over the Board retreat, usually in November at a location within driving distance of Dallas. Room and meals are paid for by CREW Dallas.

X. STRATEGIC ADVISOR/FORMER PAST PRESIDENT

A. Description.

1. The Strategic Advisor serves as a member of the Board of CREW Dallas and oversees the strategic accountability of the CREW Dallas Board.
2. The Strategic Advisor's term is for one (1) year, from January 1 through December 31, and follows immediately after service as Past President.

B. Strategic Advisor Responsibilities.

1. Oversee strategic accountability for the CREW Dallas Board.
2. Participates in establishing and setting goals, priorities, policies, and strategic objectives for CREW Dallas.
3. Establish/Support initiatives and policies for CREW Dallas.
4. Have an in-depth knowledge of the CREW Dallas Bylaws, the strategic plan, and these Policies and Procedures.
5. Facilitate strategic planning session at Board retreat if requested by the President-Elect.
6. Participates in the performance review process for the Executive Director, typically in early February of each year.
7. Support fundraising for CREW Dallas and CREW in the Community.
8. Serves as the CREW Network Chapter Champion, whose goal is to promote CREW Foundation fundraising efforts by inspiring chapter members and chapter board leadership to support CREW Foundation

through individual donations, special chapter fundraising events along with implementing local Career Outreach programs.

9. ~~Serve as the Chair of the CREW Network Involvement Committee. The CREW Network Involvement Committee is responsible for enhancing the news and communications provided by CREW Network to CREW Dallas members. The Committee assists in publicizing CREW Network awards nomination deadlines, making nominations on behalf of the CREW Dallas chapter for national awards, encouraging attendance at the CREW Network Annual Convention and Marketplace, enhancing awareness of CREW Network educational opportunities such as webinars, board hosted calls, deal room, etc.~~

C. Travel and Other Requirements

1. Attend CREW Dallas Board meetings, usually on the 1st Thursday of each month.
2. Attend CREW luncheons, usually on the 3rd Wednesday of each month.
3. ~~Attend~~The Strategic Advisor is strongly encouraged to attend the CREW Network ~~Leadership Summit/Council meetings and the CREW Network National Convention, usually in January, June and October. Attend leadership and best practices training session. CREW pays for allowable expenses~~Convention and subject to approval in each CREW Dallas annual budget, the cost for registration, transportation and hotel (not meals) will be paid by CREW Dallas in accordance with the Reimbursement Policy below.

XI. SECRETARY/TREASURER

A. Description.

1. The Secretary/Treasurer serves as a member of the Board of CREW Dallas and as a member of the Board of Trustees of CREW in the Community.
2. The Secretary/Treasurer is an officer of CREW Dallas and is a member of the Executive Committee, and is an officer of CREW in the Community.
3. The Secretary/Treasurer's term is for one (1) year, beginning on January 1 following election to the Board. At the discretion of the President-Elect, the Secretary/Treasurer may serve a second term of one (1) year following appointment by the President-Elect.

- B. Secretary/Treasurer Responsibilities. The Secretary/Treasurer is responsible for the coordination of the following items in conjunction with the CREW Executive Director.

1. Approve minutes taken by Executive Director at Board and Board of Trustees meetings. Other Directors and Trustees receive copies of the minutes at or before the next Board or Board of Trustees meeting for their review and approval.
2. Revisions to CREW Dallas and CREW in the Community Bylaws.
3. File changes to registered agent and registered office with the Secretary of State, when necessary, changes of address or other notices with the IRS and Texas Workforce Commission, as necessary.
4. Prepare and file non-profit reports due to the Secretary of State every four (4) years.
5. Prepare, file, and maintain (with the assistance of local counsel) Assumed Name Certificates. Commercial Real Estate Women, Inc. filed an Assumed Name Certificate to use the assumed name "CREW Dallas" in Dallas County in April 2008 and is good for 10 years, and with the Secretary of State, which expires on May 5, 2018. CREW Classic, Inc. filed Assumed Name Certificates to use the names "CREW in the Community" and "The Classic" in Dallas County on August 25, 2008 and is good for 10 years, and with the Secretary of State, both of which expire on August 13, 2018.
6. Maintain the bank accounts for CREW Dallas and CREW in the Community.
7. Maintain the authorized signors on each account, including the required signature cards. Authorized signors should include Secretary/Treasurer, President-Elect, President and Past President, unless otherwise stated in the Bylaws.
8. Maintain the overall cash management program for CREW Dallas and CREW in the Community. The policy should maximize our return on deposited funds. This will include making regular transfers from savings to checking accounts as needed. In addition, the Secretary/Treasurer should exercise other cash maximizing procedures and report same to the Board (i.e., certificates of deposit).
9. Attend all Board and Board of Trustees meetings and provide financial statements (balance sheet, statement of cash flow, P&L (month, YTD and prior year comparison), and P&L budget v. actual. Additional information may be provided upon request or as need is determined.
10. Compile the CREW Dallas budgets for approval by the Board at the March Board meeting. CREW Dallas budgets run from April 1 through March 31.

11. Compile the CREW in the Community budgets for approval by the Board of Trustees at the March Board of Trustees meeting; however, the CREW Dallas Golf Classic portion of the budget should be presented for approval by the Board of Trustees in the 4th quarter before the tournament. CREW in the Community budgets run from January 1 through December 31.
12. Review cash reserves as needed, but not less than annually.
13. Coordinate the payment of all invoices. The responsible Director verifies the accuracy of original invoices and completes a check request form or signs off on the invoice. The check request and invoice are sent to the Secretary/Treasurer for payment. The Secretary/Treasurer reviews the check request and invoices, forwards the documents to the accountant to be recorded in accounting software program used by CREW Dallas (QuickBooks). The Secretary/Treasurer should ensure that records are downloaded to the CREW Dallas server. Payment of invoices occur on a semi-monthly basis (at minimum) when the Executive Director arranges for the generation of an AP and enters the payables into the on-line banking system for payment.
14. Assist in the overall maintenance of the general ledger including cost coding and reporting.
15. At monthly Board and Board of Trustees meetings, provide copies of prior month's reconciled financial statements with pertinent explanations of budget variances and YTD actuals.
16. Coordinate the preparation of the annual federal tax returns for CREW Dallas and CREW in the Community and the filing of any extensions or address changes, as needed in connection with the year of service as Secretary/Treasurer (i.e., if served as Secretary/Treasurer in 2015, responsible for 2015 tax returns to be filed in 2016). Arrange for the preparation and filing of any employment tax forms (941) and the payment of employment-related taxes. Arrange for the issuance of any required federal, state or local tax reporting (1099, W2, etc.).
17. Assist the Executive Director with obtaining annual liability coverage for CREW Dallas and CREW in the Community Boards.
18. Assist the Executive Director with contracts with service providers (IT, Software, Credit Card Processing, etc.).
19. Oversee the Finance Committee. The Chair of the Finance Committee is the immediately past Secretary/Treasurer. The Finance Committee's purpose is to assist with the transition of any new Secretary/Treasurer and the preparation of the annual CREW Dallas and CREW in the Community budget before the end of March each year. The Finance Committee also offers regular education programs to CREW Dallas members on budgeting

and finance. It is hoped that members of the Finance Committee will serve as potential candidates for the Secretary/Treasurer position in the future.

20. Participates in the performance review process for the Executive Director, typically in February of each year.

C. Travel and Other Requirements

1. Attend CREW Dallas Board meetings, usually on the 1st Thursday of each month.
2. Attend Board of Trustees meetings, usually on the 1st Friday of each month.
3. Attend CREW luncheons, usually on the 3rd Wednesday of each month.
4. Attend CREW Dallas Executive Committee meetings, as needed.
5. The Secretary/Treasurer is strongly encouraged to attend the CREW Network Convention and subject to approval in each CREW Dallas annual budget, the cost for registration, transportation and hotel (not meals) will be paid by CREW Dallas in accordance with the Reimbursement Policy below.

XII. COMMUNITY PROJECTS DIRECTOR

A. Description.

1. The Community Projects Director is responsible for strategic direction and oversight of the CREW Dallas Golf Classic Tournament, CREW Careers, and other community projects, as determined by the Board of Trustees from time to time. All funds are raised through tax-deductible charitable contributions to CREW in the Community.
2. The Community Projects Director serves as a Director of the Board. The Community Projects Director also serves as a Trustee on the Board of Trustees.
3. The Community Projects Director's term is for one (1) year, from January 1 through December 31 after appointment by the President-Elect.

B. Community Projects Director Responsibilities.

1. Assist the Chair with the selection of the Vice Chairs of the two Community Projects Committees – CREW Dallas Golf Classic Tournament and CREW Careers. When appropriate, there may be additional Vice Chairs of the CREW Dallas Golf Classic to assist with the

tournament planning. The principal Vice Chairs of these committees typically roll into the Chair position the next year.

2. Oversee all responsibilities of the Chairs and the Vice Chairs of the two committees and provide strategic direction.
3. Assist the Chairs and the Vice Chairs, when needed, in all capacities.
4. Ensure that the golf tournament is referred to as the “CREW Dallas Golf Classic” or “The Classic.” The term “CREW Classic” may **NOT** be used to reference the golf tournament, as this would violate CREW in the Community’s settlement with the San Diego Crew Classic Inc. regatta group, which has trademarked the phrase, “Crew Classic.”
5. Meet on a monthly basis with the Chairs and the Vice Chair for status reports and decision-making discussions.
6. Coordinate the monthly reports with the Chairs for submission to the Board in advance of their monthly meetings.
7. Work closely with the Secretary/Treasurer in establishing budgets; monitoring incoming checks, outgoing checks, balances in the account, etc.
8. Oversee the marketing for CREW in the Community as a charitable organization whose mission is to enhance the lives of women and children, furthering the purpose of CREW Dallas.

C. Travel and Other Requirements

1. Attend CREW Dallas Board meetings, usually on the 1st Thursday of each month.
2. Attend Board of Trustees meetings, usually on the 1st Friday of each month.
3. Attend CREW Dallas Golf Classic Tournament and CREW Careers committee meetings.
4. Attend the CREW Dallas Golf Classic Tournament and the CREW Careers event.
5. The Community Projects Director is strongly encouraged to attend the CREW Network Convention and subject to approval in each CREW Dallas annual budget, the cost for registration, transportation and hotel (not meals) will be paid by CREW Dallas in accordance with the Reimbursement Policy below.

D. The CREW Dallas Golf Classic Tournament Committee.

1. The CREW Dallas Golf Classic Tournament Committee is responsible for organizing and hosting the CREW Dallas Golf Classic Tournament, which raises funds for the benefit of women and children. Sponsorships for the CREW Dallas Golf Classic are handled by the Sponsorship Committee and the Hole Sponsors and Players are handled by the CREW Dallas Golf Classic Committee.
2. Chair Responsibilities:
 - a. Serve as a Trustee on the Board of Trustees.
 - b. Attend Board of Trustees meetings, usually on the 1st Friday of each month.
 - c. Organize and recruit subcommittee Chairs and Vice Chairs for each of the below listed subcommittees.
 - d. Meet with the subcommittee chairs to assign responsibilities, goals, scheduling and budgets. Encourage each subcommittee chair to recruit volunteers for their respective committees.
 - e. Assist Sponsorship Committee in securing Lead Sponsors for The CREW Dallas Golf Classic.
 - f. Oversee pursuit of Hole Sponsors and Players for the tournament.
 - g. Oversee and assist each committee chair.
 - h. Conduct monthly committee meetings with the subcommittee chairs to report and discuss their progress and needs.
 - i. Conduct monthly meetings with the Community Projects Director to report and discuss progress and needs.
 - j. Work closely with the CREW Dallas office to assist management of the subcommittee chairs requests and needs.
 - k. Work with the CREW Dallas office to market the tournament. Appoint a person responsible for keeping the Marketing/Communications Committee informed and coordinating tournament marketing.
 - l. Prepare monthly reports on the status of activities.
 - m. Ensure that the golf tournament is referred to as the “CREW Dallas Golf Classic” or “The Classic.” The term “CREW Classic” may **NOT** be used to reference the golf tournament, as this would violate CREW in the Community’s settlement with the San Diego Crew Classic Inc. regatta group, which has trademarked the phrase, “Crew Classic.”
3. Vice Chair Responsibilities:
 - a. Serve as a Trustee on the Board of Trustees as a non-voting Trustee until June 1, when the Vice Chair becomes Chair and is eligible to vote.

- b. Attend Board of Trustees meetings, usually on the 1st Friday of each month.
- c. Assist the Chair as needed.
- d. Meet with the subcommittee chairs to assist with assigning responsibilities, goals, scheduling and budgets. Encourage each subcommittee chair to recruit volunteers for their respective committees.
- e. Assist Sponsorship Committee in securing Lead Sponsors for The CREW Dallas Golf Classic.
- f. Assist Committee Chair with security Hole Sponsors and Players for the tournament.
- g. Attend monthly committee meetings with the subcommittee chairs to report and discuss their progress and needs.
- h. Attend monthly meetings with the Community Projects Director to report and discuss progress and needs.

4. Subcommittee Chair/Vice Chair Responsibilities:

- a. Budget Requirements – All Subcommittees must make sure that expenditures fall within the approved budget for their particular activity. If a Subcommittee believes that a budget item needs to be adjusted, the Subcommittee Chair or Vice Chair should bring the issue to the attention of the CREW Dallas Golf Classic Tournament Committee Chair. No budgeted amount may be exceeded by more than 10% for a particular item unless approved by the Board of Trustees in advance.
- b. Facilities – 19th Hole (Food & Beverage)
 - i. Coordinate food and beverage for tournament, including securing in-kind or monetary donations (i.e., breakfast for volunteers & 19th Hole party)
 - ii. Coordinate with club the set up for the 19th Hole to include table, sound system, linens, etc.
 - iii. Coordinate decorations for tables, entrance, etc at the 19th Hole.
 - iv. Arrange for entertainment, DJ, etc., based on committee plans.
- c. Facilities – Tournament
 - i. Responsible for all arrangements with the club to include: negotiation of contract, greens fees, games on holes, drinks on holes, club facilities needed, club attendants on day of event, etc.
 - ii. Arrange with club for all carts, tables, chairs, coolers, tents, etc.
 - iii. Coordinate with sponsor providing cars for Hole-in-One game.

- iv. Coordinate securing liability insurance with the Executive Director.
 - v. Arrange for parking for players, volunteers, sponsors.
- d. Players
- i. Solicit players for tournament. Seek enough players to fill up the course (including the complimentary teams offered to top sponsors).
 - ii. Review and approve the player package to be sent prior to the tournament by the CREW Dallas office. Package to include: Cover letter with details of the event, player listing sheet with handicaps, club affiliation, Release and Waiver of Liability Form etc. Include raffle info and other information as deemed necessary.
 - iii. Create database/spreadsheet: Name of Players, Handicap, Address, Phone, and Email. Coordinate with the CREW Dallas office by sending emails to contacts indicated on contract.
 - iv. Maintain database with player information and waiting list.
 - v. Along with player registration form, obtain a fully executed Release and Waiver of Liability Form from each player.
 - vi. Assign teams for single or players not on a specific team in order to pair with like companies, teams that want to all play together, or teams that can do business together.
 - vii. Assign caddies – remind caddie company to assign their best caddies to VIP teams.
 - viii. Send to the club pro and any necessary vendors the player information the Friday prior to the tournament.
 - ix. A week prior to the event send out via email to each player letter detailing day's events.
 - x. Coordinate gifts for game winners.
 - xi. Oversee volunteers working player registration (coordinate with Volunteer Committee).
 - xii. Coordinate registration of Players the day of; keeping track of alternates and substitutes. Non-registered players must pay to play. Inform score-keeping company of any substitutes and alternates.
 - xiii. Assist score-keeping company in collecting and tallying scores.
 - xiv. Deliver list of winners to Director for announcement.
- e. Holes Sponsors
- i. Coordinate with the Committee Chair and Co-Chair as to the cost for purchasing a hole sponsorship at the tournament.

- ii. Assign games (longest drive, closest to pin, etc.) to specific holes (check with club for assistance). These are opportunities for additional hole sponsorship monies.
 - iii. Review and approve the package to be sent whenever seeking a hole sponsorship. Package to include: Cover letter with details of the event, layout of the golf course with hole locations and sponsorship form for commitment and information/club requirements for any food or libations at each hole.
 - iv. Offer to assist Hole Sponsors with give-a-way ideas.
 - v. Coordinated Cars for Hole-in-One holes.
 - vi. This subcommittee chair is to follow through with sponsor commitments to insure that money is received. Coordinate with CREW Dallas office to obtain updates.
 - vii. Seek enough sponsors to fill up the course, securing at least one sponsor per hole.
 - viii. Maintain database with Hole Sponsorship contact information and requirements at the holes.
 - ix. Coordinate golf carts & setup for Hole Sponsors day of event.
 - x. Coordinate registration of Sponsors the day of: keeping track of who is registering and making sure that all holes have a sponsor and sponsors have everything that they need.
 - xi. Check in Hole Sponsors and their carts after event.
 - xii. Send thank you cards to Hole Sponsors.
- f. Silent Auction
- i. Create Subcommittee to help solicit items.
 - ii. Solicit items for silent auction.
 - iii. Solicit large items for live auction (vacations, jewelry, etc.).
 - iv. Determine “themes” for silent auction items.
 - v. Work collectively as a team or assign a subcommittee member to “themes.”
 - vi. Assign an alpha break-out of membership to assign to each subcommittee member to call.
 - vii. Solicit monetary donations or specific items from membership.
 - viii. Work from previous year’s list to call past donors and brainstorm possible new donors.
 - ix. Determine a specific person who will be in charge of printing all gift certificates and organizing all emails.
 - x. Maintain spreadsheet of donations. This person must be VERY detailed and should not have many other responsibilities on the committee as this can be time consuming.

- xi. Organize items into baskets and determine which items will be stand alone.
- xii. Determine the best way to coordinate a couple of small wrap parties either or by individual assignment.
- xiii. Take very detailed inventory of everything received and determine value of baskets.
- xiv. The day of the bidding, bids should not start too high. Indicate opening bid and specify bid increments.
- xv. Coordinate with PR/Print/Program to get information out on what will be there and stir up excitement. Have list of all items on each Player's Golf Cart to review during the day.
- xvi. Coordinate with PR/Print/Program to get donor information recognition in program.
- xvii. Determine number of volunteers needed, assignments and coordinate with Volunteer committee
- xviii. Before Classic, prepare master list of silent auction items and convey to CREW office for website.
- xix. Deliver all silent auction items or certificates to Classic.
- xx. Prepare display for live and silent auction items (if needed coordinate with signage).
- xxi. Determine best way to “cash out” once bidding has ended. Ensure there are plenty of volunteers.
- xxii. Coordinate with Secretary/Treasurer for handling of silent auction funds.
- xxiii. Send thank you notes to all silent auction sponsors/donors.
- xxiv. Take inventory of all remaining items to be picked up that were not distributed at the auction and make follow up calls to winners.
- xxv. Assemble transition book and send to CREW Executive Director.

g. Signage

- i. Arrange for all tournament signage.
- ii. Coordinate with CREW Dallas office to get information on sponsor names and levels. Provide information to sign provider.
- iii. Proof all signage prior to tournament.
- iv. Arrange for delivery of signs to club the Friday before the tournament.
- v. Solicit volunteers/committee members to assist in checking all signage placements on the day of the tournament.
- vi. Arrange to pick up all signs after the tournament and deliver to CREW Dallas storage.

- h. Merchandise
 - i. Work with Director and chair to create list of merchandise needed.
 - ii. Solicit vendor to provide all merchandise.
 - iii. Make selections of merchandise (shirts, player bag/gift, volunteer gift, hat, bag tag, caddie bib, pin flags, etc.) for recommendation. Approval of Executive Director, Director, Chair (and possibly sponsor) required.
 - iv. Arrange for player trophies.
 - v. Responsible for delivering and setting up display of trophies at the 19th Hole party.
 - vi. Solicit goodie bag donations for player bag and volunteer bag.
 - vii. Arrange for delivery of certain merchandise to club the day of the event.
 - viii. Arrange for and distribute volunteer shirts prior to the day of the tournament.
 - ix. Responsible for gathering all unused merchandise and delivering to the CREW Dallas storage after the tournament.

- i. Volunteers
 - i. Solicit volunteer needs from chairs and Vice Chairs of each subcommittee.
 - ii. Prepare list of volunteer duties and how many volunteers needed for each. Incorporate this information into the volunteer solicitation/registration sheet.
 - iii. Solicit volunteers for tournament.
 - iv. Assign volunteer duties.
 - v. Coordinate thank you notes to volunteers.

E. CREW Careers Committee.

1. The CREW Careers Committee is responsible for conducting the CREW Careers Building Opportunities[®] program with local teenage girls, focusing on the fundamentals of commercial real estate and career opportunities within the industry. This one-day event allows the participating girls to tour an “old building” set for renovation and market re-targeting. After the tour, they learn about the various careers in commercial real estate and then break into teams to become developers for a day. Each team plans building renovations and presents their ideas to a panel of judges.

The committee work includes obtaining a partner agreement from each of the high schools, conducting an introductory presentation to the students of the schools, locating an appropriate building for the tour, setting up the presentation location, soliciting CREW member volunteers to be

presenters and team captains, finding judges and writing/gathering the curriculum and any market analysis relevant for the project that year.

2. Chair Responsibilities:

- a. Serve on the Board of Trustees of CREW in the Community.
- b. Attend Board of Trustees meetings, usually on the 1st Friday of each month.
- c. Organize and recruit Vice Chair(s) and committee members.
- d. Assign group leaders for various aspects: volunteers, building selection, curriculum, etc.
- e. Meet with the Vice Chairs and group leaders to assign responsibilities, goals, scheduling and budgets.
- f. Oversee and assist each group leader.
- g. Conduct monthly committee meetings and meetings with the Director to report and discuss progress and needs.
- h. Work closely with the CREW Dallas office to assist with the management committee requests and needs.
- i. Work with the CREW Dallas office to market the event. Appoint a person responsible for keeping the Marketing/Communications Committee informed and coordinating marketing.
- j. Prepare monthly reports to the Board of Trustees on the status of activities.
- k. Assist Sponsorship Committee with solicitation of sponsors for the CREW Careers events.

XIII. PROGRAMS DIRECTOR

A. Description.

1. The Programs Director is responsible for strategic direction and oversight of the monthly luncheons, including programs that appeal to the commercial real estate industry or broader business community, from April of the current year through March of the following year, and of regular Lunch & Learn programs that appeal to smaller groups of CREW Dallas members, usually about six Lunch & Learn programs per year.
2. The Programs Director serves as a Director of the Board.
3. The Programs Director's term is for one (1) year, from January 1 through December 31 after appointment by the President-Elect.

B. Programs Director Responsibilities.

1. Select the Chair and the Vice Chair of the Programs Committee. Assist the Chair with the selection of the Lunch & Learn Subcommittee Chair and Vice Chair.

2. Provide strategic direction and oversee all responsibilities of the Chairs and the Vice Chair of the Programs Committee and the Lunch & Learn Subcommittee Chair and Vice Chair.
3. Assist the Chairs and the Vice Chairs, when needed, in all capacities.
4. Meet on a monthly basis with the Programs Committee Chair and the Vice Chair for status reports and decision-making discussions.
5. Coordinate the monthly reports with the Chair for submission to the Board in advance of their monthly meetings.
6. Work closely with the Secretary/Treasurer in establishing and overseeing the budget for the Programs Committee.

C. Travel and Other Requirements

1. Attend CREW Dallas Board meetings, usually on the 1st Thursday of each month.
2. Attend CREW luncheons, usually on the 3rd Wednesday of each month.
3. Endeavor to attend Lunch & Learn programs.
4. Attend Programs Committee meetings and Lunch & Learn Subcommittee meetings.
5. The Programs Director is strongly encouraged to attend the CREW Network Convention and subject to approval in each CREW Dallas annual budget, the cost for registration, transportation and hotel (not meals) will be paid by CREW Dallas in accordance with the Reimbursement Policy below.

D. Programs Committee.

1. The Programs Committee is responsible for planning and executing the monthly luncheon, including programs that appeal to the commercial real estate industry or broader business community, from April of the current year through March of the following year. The program may be a speaker or a panel. Speakers should present topics that cover areas that are relevant to the business of commercial real estate, such as current events, economics, finance, politics, government, etc. Inspirational, self-improvement, and other non-business topics are not encouraged. Periodically, the Programs Committee should confirm with CREW Dallas members their preferences for the type of programs presented. Speakers who want to sell their services to CREW Dallas members are also inappropriate. The Programs Committee should strive to secure the best speakers for its programs; however, inclusion of a female on a panel is

strongly encouraged. In addition, a good number of programs should include a female speaker.

In the event the program speaker is from the entity that will sponsor the program, the Director, Chair and the committee member who originated the speaker/sponsor must schedule a meeting with the speaker well in advance of the program. The purpose of the meeting is to candidly discuss the program format/content and to explicitly request that the presentation not advertise the firm's services, properties, etc.; but, instead, the programs should focus on expert opinions offered by the individual on general topics or issues relative to the commercial real estate industry. The opportunity to “advertise” their firm will be allowed prior to the program, during their introduction as a sponsor.

In addition to finding speakers, duties include arranging for the facility, food and beverage selection, inclusion of CREW business on the agenda, distribution of name tags, check-in and all other duties required to make each lunch meeting a valuable experience for members and guests.

Monthly luncheons are usually held on the third (3rd) Wednesday of each month. The cost of the luncheons is set by the Board. Reservations not cancelled prior to 5 p.m. the Monday before the luncheon will be billed.

2. Lunch & Learn Subcommittee. The Programs Committee is also responsible for the planning of regular Lunch & Learn programs that appeal to smaller groups of CREW Dallas members, usually about four to six programs per year. This planning is done by the Lunch & Learn Subcommittee. The Lunch & Learn Subcommittee Chair and Vice Chair must attend the Programs Committee meetings. The Lunch & Learn Subcommittee members will be invited to attend the Programs Committee meetings.
3. Programs Committee Chair Responsibilities:
 - a. Speaker/Program Schedule. It is important to schedule the speakers/programs as far in advance as possible. Once the schedule of speakers/programs is complete for the current calendar year, the committee should work on scheduling programs for at least the first three (3) months of the next year.
 - b. Instructions to Speakers. The program typically begins at 12:20 p.m. Speakers should be requested to limit their presentation to 30 minutes, with another 5 minutes allocated for questions from the members.
 - c. Luncheon Agenda. The Programs Committee should work with the CREW Dallas office to prepare a detailed agenda for each monthly luncheon to be provided to the President in advance of the luncheon. The agenda should include the schedule of activities,

- introduction of the speaker(s) and biography, introduction of the sponsor(s), announcements, suggested networking question, etc.
- d. Menu: The Programs Committee should coordinate with the CREW Dallas office to choose the menus for the monthly luncheons.
- e. Registration: On-site registration at the luncheon usually begins at 11:30 a.m., with the luncheon beginning at 12:00 p.m. Committee members scheduled to work should plan on arriving at 11:15 a.m.
- f. Signage. The CREW Dallas office and the Programs Committee are responsible for making and setting up all signs and the rolling screen recognizing the luncheon sponsors.
- g. Thank you gifts. Thank you gifts should be purchased and given to each speaker at each luncheon. The cost of thank you gifts is paid by CREW Dallas.
- h. Thank you letters/notes. Immediately after each luncheon, the names and addresses of the speaker and all sponsor representatives should be circulated by the appointed committee member to the Programs Committee, Sponsorship Committee and the Board and personalized thank you letters/notes should be encouraged by all.
- i. Communications Liaison. Name a communication liaison with whom the Marketing/Communications committee will communicate with to ensure proper promotion of committee activities and objectives.
- j. Photography. Work with the Vice Chair of the Marketing/Communications committee to insure appropriate photographs are taken at the Programs Committee events.

XIV. MARKETING/COMMUNICATIONS DIRECTOR

A. Description.

1. The Marketing/Communications Director is responsible for strategic direction and oversight of marketing CREW Dallas as a first-class professional organization that advances the achievements of women in commercial real estate while positively impacting the industry. The Marketing/Communications Director must oversee the internal and external public relations and advertising about CREW Dallas and promotion of opportunities for networking, business development, education, and leadership development offered by CREW Dallas. The Marketing/Communications Director will also assist CREW in the Community as needed with internal and external public relations and advertising about civic and philanthropic involvement.
2. The Marketing/Communications Director serves as a Director of the Board.

3. The Marketing/Communications Director's term is for one (1) year, from January 1 through December 31 after appointment by the President-Elect.

B. Marketing/Communications Director Responsibilities.

1. Keep the Marketing/Communications Committee apprised of CREW Dallas events and Board directives.
2. Ensure consistent messaging and quality control of internal and external communications consistent with any approved marketing and communications plan.
3. Assist in the Executive Director with reviewing and commenting on press releases and advertisements before distribution.
4. As requested, assist the Executive Director and Executive Committee in retaining and managing outside marketing and communications vendors.
5. Select the Chair and the Co-Chair of the Marketing/Communications Committee.
6. Provide strategic direction and oversee all responsibilities of the Chair and the Co-Chair of the Marketing/Communications Committee.
7. Assist the Chairs and the Co-Chairs, when needed, in all capacities.
8. Meet on a monthly basis with the Marketing/Communications Committee Chair and the Co-Chair for status reports and decision-making discussions.
9. Coordinate the monthly reports with the Chair for submission to the Board in advance of their monthly meetings.
10. Work closely with the Secretary/Treasurer in establishing and overseeing the budget for the Marketing/Communications Committee.

C. Travel and Other Requirements

1. Attend CREW Dallas Board meetings, usually on the 1st Thursday of each month.
2. Attend Marketing/Communications Committee meetings.
3. The Marketing/Communications Director is strongly encouraged to attend the CREW Network Convention and subject to approval in each CREW Dallas annual budget, the cost for registration, transportation and hotel (not meals) will be paid by CREW Dallas in accordance with the Reimbursement Policy below.

D. Marketing/Communications Committee.

1. The Marketing/Communications Committee is responsible for all public relations, marketing and advertising about opportunities for networking, business development, education, and leadership development for CREW Dallas and assists, as needed, with public relations, marketing and advertising about opportunities for civic or philanthropic involvement for CREW in the Community. The Marketing/Communications Committee is also responsible for promoting member achievements and successes both within CREW Dallas and outside the organization.
2. Marketing/Communications Committee Responsibilities:
 - a. Review annually and, as requested, the CREW Dallas website for content, messaging, design, layout, and ease of use and report the findings to the Executive Director.
 - b. Review as appropriate the messaging, design, layout, and ease of use of other CREW Dallas communications, such as newsletters, organizational email announcements, and social media platforms.
 - c. Promote CREW Dallas members' achievements and successes through use of various outlets, such as brag sheets, member profiles, CREWBiz profiles, social media outlets, etc.
 - d. Assist the Executive Director with the promotion of CREW Dallas activities, programs, member news, done deals etc.
 - e. Ensure that one or more members are available to take pictures, on a volunteer basis, at luncheons, new member orientation, and other events sponsored by other CREW Dallas committees. Coordinate volunteer member photographers with other committees hosting events.
 - f. ~~To ensure~~Ensure effective communication as needed, designate committee liaison volunteers to interact with committee leaders of communications liaisons on other committees to gather information about particular events and coordinate publications.
 - g. Enhances the news and communications provided by CREW Network to CREW Dallas members. Assists in publicizing CREW Network awards nomination deadlines, making nominations on behalf of the CREW Dallas chapter for national awards, encouraging attendance at the CREW Network Annual Convention and Marketplace, enhancing awareness of CREW Network educational opportunities such as webinars, board hosted calls, deal room, etc.
3. Marketing/Communications Committee Chair Responsibilities:
 - a. Assist the Executive Director with making sure all press releases are accurate, and ad creation and placement presents CREW Dallas as a first class professional organization.
 - b. Assist the Executive Director with gathering information and inserts to be included in newsletters, organizational email

- announcements, social media outlets, etc., and determine those appropriate for publication, based upon Board guidelines.
- c. Coordinates with the CREW Dallas office for distribution timing of all publications.
 - d. Work with the Executive Director, along with the Director and Vice Chair of Marketing/Communications, to consider and evaluate any trade media opportunities and agreements between CREW Dallas and any media sources.
 - e. Work with the Executive Director, along with the Director and Vice Chair of Marketing/Communications, to consider and evaluate opportunities for promotional partnerships.

XV. MEMBER SERVICES DIRECTOR

A. Description.

1. The Member Services Director is responsible for providing strategic direction and oversight of networking and professional development events that are considered a “benefit” to members of CREW. The Member Services Director is also responsible for providing strategic direction and oversight of mini business networking groups, educating members about civic involvement opportunities and initiatives, and leadership training.
2. The Member Services Director serves as a Director of the Board.
3. The Member Services Director’s term is for one (1) year, from January 1 through December 31 after appointment by the President-Elect.

B. Member Services Director Responsibilities.

1. Select the Chair and the Vice Chair of the Member Services Committee. Assist the Chair with the selection of the Chair and Vice Chair of the Leadership Subcommittee, if applicable, Civic Subcommittee, and the CREW Connect Subcommittee.
2. Provide strategic direction and oversee all responsibilities of the Chairs and the Vice Chair of the Member Services Committee and the Civic, Leadership, and CREW Connect Subcommittee Chair and Vice Chair.
3. Assist the Chairs and the Vice Chairs, when needed, in all capacities.
4. Meet on a monthly basis with the Member Services Committee Chair and the Vice Chair for status reports and decision-making discussions.
5. Coordinate the monthly reports with the Chair for submission to the Board in advance of their monthly meetings.

6. Work closely with the Secretary/Treasurer in establishing and overseeing the budget for the Member Services Committee.

C. Travel and Other Requirements

1. Attend Board meetings, usually on the 1st Thursday of each month.
2. Attend Member Services Committee meetings and the Civic, Leadership and CREW Connect Subcommittee meetings.
3. The Member Services Director is strongly encouraged to attend the CREW Network Convention and subject to approval in each CREW Dallas annual budget, the cost for registration, transportation and hotel (not meals) will be paid by CREW Dallas in accordance with the Reimbursement Policy below.

D. Member Services Committee.

1. The Member Services Committee plans and hosts unique and entertaining networking events, which typically include two major events and members-only dine-arounds in members' homes. Some events should be offered only to members of CREW Dallas and offered to members at no charge. Others may be open to guests, but guests should pay for all events.
2. Leadership Subcommittee. The Leadership Subcommittee is responsible for offering leadership training to members, such as the SMU/CREW Leadership Program. The Leadership Subcommittee will be active when there is interest in leadership training from members. Interest in leadership training should be reevaluated on a regular basis. The Chair and Vice Chair of the Leadership Subcommittee must attend Member Services Committee meetings. Members of the Leadership Subcommittee will be invited to the Member Services Committee meetings.
3. The Civic Involvement Subcommittee is responsible for helping members obtain positions on nonprofit and City or County boards or commissions. This may be accomplished through providing educational sessions, counseling, or on-line or other resources. The Chair and Vice Chair of the Civic Involvement Subcommittee must attend Member Services Committee meetings. Members of the Civic Involvement Subcommittee will be invited to the Member Services Committee meetings.
4. The CREW Connect Subcommittee plans and hosts several mini or informal networking opportunities to CREW Dallas members only. They may be location-focused or interest-focused and are intended to provide intimate networking opportunities. The Chair and Vice Chair of the CREW Connect Subcommittee must attend Member Services Committee meetings. Members of the CREW Connect Subcommittee will be invited to the Member Services Committee meetings.

5. The Member Services Committee should work with the Sponsorship Committee to find sponsors for Member Services events.

XVI. MEMBERSHIP DIRECTOR

A. Description.

1. The Membership Director is responsible for strategic direction and oversight of the solicitation of new members, accepting and processing new member applications, making recommendations to the Board for approval of member applications, and new member orientation.
2. The Membership Director serves as a Director of the Board.
3. The Membership Director's term is for one (1) year, from January 1 through December 31 after appointment by the President-Elect.

B. Membership Director Responsibilities.

1. Select the Chair and the Vice Chair of the Membership Committee. Assist the Chair with the selection of the Chair and Vice Chair of the UCREW Subcommittee and the Associate Initiative Subcommittee.
2. Provide strategic direction and oversee all responsibilities of the Chairs and the Vice Chair of the Membership Committee and the UCREW and Associate Initiative Subcommittee Chairs and Vice Chairs.
3. Assist the Chairs and the Vice Chairs, when needed, in all capacities.
4. Meet on a monthly basis with the Membership Committee Chair and the Vice Chair for status reports and decision-making discussions.
5. Coordinate the monthly reports with the Chair for submission to the CREW Dallas Board in advance of their monthly meetings.

C. Travel and Other Requirements

1. Attend CREW Dallas Board meetings, usually on the 1st Thursday of each month.
2. Attend Membership Committee meetings and the UCREW and Associate Initiative Subcommittee meetings.
3. The Membership Director is strongly encouraged to attend the CREW Network Convention and subject to approval in each CREW Dallas annual budget, the cost for registration, transportation and hotel (not meals) will be paid by CREW Dallas in accordance with the Reimbursement Policy below.

D. Membership Committee.

1. The Membership Committee is responsible for soliciting new members, accepting and processing new member applications, making recommendations to the Board for approval of member applications, and new member orientation.
2. Works closely with the Secretary/Treasurer in establishing and overseeing the budget for the Membership Committee.
3. Membership requirements are defined by the CREW Dallas Bylaws.
4. Recruiting Events. Recruiting events should be held on a quarterly basis in varied locations that may attract new members. Recruiting events may be targeted to the general population or specific specialties/companies.
5. Member Orientation. Member orientation should take place before or after the CREW Dallas monthly luncheon two to three times per year. The Chair or Vice Chair should lead the orientation. Invitees may include both new and established members that want to learn more about getting involved in CREW Dallas.
6. New Member Event. A best practice is to hold an annual social event for new members during the summer or fall of each year.
7. Active Members. CREW Network handles the renewal process and the Executive Director coordinates the required paperwork to begin the renewal process.
 - a. CREW Network dues deadline is usually February 15th.
 - b. Announce at the November luncheon that renewals are due by December 31st.
 - c. Notify members at the January luncheon that their membership expired December 31st and that the renewal deadline is mid-February.
 - d. In early February, the Membership Committee will make calls to members who have not renewed and remind them of the mid-February deadline.
8. Reinstatement of CREW Dallas Members. Prior CREW Dallas members can fill out the short reinstatement application versus filling out the full application form again. Prior membership can be confirmed by the CREW Dallas office or CREW Network. Once the application and application fee is received, the CREW Dallas office sends the reinstatement application to the Board and a formal review from the committee is not needed.

9. New Member (Full or Associate) Approval Process.
 - a. CREW Dallas office sends out application package to applicant.
 - b. The CREW Dallas office e-mails completed application and sponsor forms to the Membership Committee Vice Chair. A sponsor must be an active CREW Dallas member.
 - c. The Membership Committee Vice Chair distributes the application packet to a committee member for review and reference checks.
 - d. If the applicant does not know one CREW member to use as a sponsor, the Membership Committee will assist in securing a sponsor for the applicant. Sponsors must meet personally with the applicant prior to sponsoring them for membership. The applicant should provide one completed sponsorship form or the contact information for an active member who will provide an oral endorsement to the application.
 - e. Once the committee member receives the application packet, the committee member must do the following:
 - i. If provided, read the sponsorship form. No need to call the sponsor unless there are questions about the applicant. If only contact information for a sponsor is provided, contact the sponsor and make a record of any oral endorsement by an active member.
 - ii. Call the applicant and explain to the applicant the timing (ideally, a two week process) and the procedure for approval:
 - iii. Check all references. The applicant must designate four real estate references that are different from the sponsor. Only one reference can be from the same company as the applicant. References cannot all be from the same company. Checking references can be done concurrently with getting the sponsor endorsement.
 - iv. Prepare a summary of each applicant's references, qualifications and background and forward to the Executive Director for presentation to Board.
 - v. The Board must review and approve completed applications.
 - vi. CREW Dallas office tallies votes for approval by the Directors and notifies the applicant of approval.
10. 80%/20% Waiting List. If approval of an applicant in the 20% category materially affects the 80%/20% guideline, such applicant should be put on a waiting list maintained by the Executive Director and the applicant should be notified by the Executive Director immediately. No dues or application fees will be accepted by those applicants on the waiting list. The Membership Director will report to the Board at the monthly Board meeting the status of the 80%/20% ratio. When an applicant can be

accepted into membership off the waiting list, the applicant will be entered into the approval process on a first come, first served basis.

11. Change of Address/Change of Employment for Members. Change of address/change of employment notification should be made through CREWBiz on either the CREW Network Website or the CREWBiz app. Name changes must be submitted to CREW Network for their updating to ensure integrity of the change. The CREW Dallas office also needs to be notified so that the individual can be updated in local distribution lists etc.
12. Lifetime Members. Each year the Executive Director will contact the lifetime members to ensure they are still in the industry and want to remain active. CREW Dallas pays membership dues for each active lifetime member. All lifetime members, regardless of whether they are an active member, will remain on the CREW Dallas website for continued recognition of their status.
13. New Member Award. The CREW Dallas office will provide a list of new members from April 1st of the previous year through March 31st of the present year for Outstanding New Member award consideration. Nominations should be received by the time the Nominating Committee meets to select the annual award finalists.

E. UCREW Subcommittee.

1. The UCREW (University Outreach) Subcommittee is responsible for creating a link with local universities to promote the role of women in commercial real estate. The goal is to educate university students about the various careers available; provide mentoring and assist interested students, and position CREW as a valuable resource to the career counseling departments of the various universities. This is accomplished by the following:
 - a. Interactive career panel discussions;
 - b. Informational interviews; and
 - c. Half-day shadowing of CREW Dallas members at their work.
2. Chair Responsibilities
 - a. Organize and recruit Vice Chair(s) and committee members.
 - b. Assign group leaders for various aspects: university liaison, panel speaker's bureau, half-day shadowing, informational interviews.
 - c. Meet with the Vice Chairs and group leaders to assign responsibilities, goals, scheduling and budgets.
 - d. Oversee and assist each group leader.
 - e. Conduct monthly committee meetings and meetings with the Director to report and discuss progress and needs.

- f. Work closely with the CREW Dallas office to assist management committee requests and needs.
 - g. At the Board’s discretion, Chair will assemble and lead a task force to review any needed changes to the Dallas CREW Careers program.
- 3. The Chair and Vice Chair of the UCREW Subcommittee must attend the Membership Committee meetings. Members of the UCREW Subcommittee will be invited to attend Membership Committee meetings.
- F. Associate Initiative Subcommittee. The Associated Initiative Subcommittee is responsible for planning periodic networking events for the Associate members (members with less than five (5) years of experience in commercial real estate) and also works to integrate Associate members into the organization. The Chair and Vice Chair of the Associate Initiative Subcommittee must attend the Membership Committee meetings. Members of the Associate Initiative Subcommittee will be invited to attend Membership Committee meetings.

XVII. SPONSORSHIP DIRECTOR

A. Description.

- 1. The Sponsorship Director is responsible for strategic direction and oversight of sponsorship efforts to achieve the highest possible sponsorship levels for CREW Dallas and CREW in the Community. The Sponsorship Committee is responsible for all sponsorship solicitations, except for Hole Sponsors and Players for the CREW Dallas Golf Classic Tournament.
- 2. The Sponsorship Director serves as a Director of the Board.
- 3. The Sponsorship Director serves as a Trustee of the Board of Trustees.
- 4. The Sponsorship Director’s term is for one (1) year, from January 1 through December 31 after appointment by the President-Elect.

B. Sponsorship Director Responsibilities.

- 1. Select the Chair and the Vice Chair of the Sponsorship Committee.
- 2. Provide strategic direction and oversee all responsibilities of the Chair and the Vice Chair of the Sponsorship Committee.
- 3. Assist the Chair and the Vice Chair, when needed, in all capacities.
- 4. Meet on a monthly basis with the Sponsorship Committee Chair and the Vice Chair for status reports and decision-making discussions.

5. Coordinate the monthly reports with the Chair for submission to the Board in advance of their monthly meetings.

C. Travel and Other Requirements

1. Attend CREW Dallas Board meetings, usually on the 1st Thursday of each month.
2. Attend Sponsorship Committee meetings.
3. The Sponsorship Director is strongly encouraged to attend the CREW Network Convention and subject to approval in each CREW Dallas annual budget, the cost for registration, transportation and hotel (not meals) will be paid by CREW Dallas in accordance with the Reimbursement Policy below.

D. Sponsorship Committee.

1. Description.
 - a. The Sponsorship Committee coordinates and directs sponsorship efforts to achieve the highest possible sponsorship levels for CREW Dallas and CREW in the Community. The Sponsorship Committee is responsible for all sponsorship solicitations, except for Hole Sponsors and Players for the CREW Dallas Golf Classic Tournament.
 - b. Sponsorships include both yearly sponsors and event sponsors. Duties include review, analysis and structuring of the sponsorship packages, selling the sponsorship packages, coordinating with the CREW Dallas office and the Marketing/Communications Committee to make sure sponsors receive the exposure defined in their packages, communicating with sponsors throughout the year to assess and assure value, and sending appropriate thank you and follow-up communications.
 - c. Sponsors from the previous year should be solicited, and they, as well as a company with a CREW Dallas member, should be given preference to be a sponsor.
2. Chair Responsibility
 - a. Set up a Sponsorship liaison with the Programs, Member Services, CREW Careers, the CREW Dallas Golf Classic, and the Signature Event committee chairs for the purpose of coordinating and directing sponsorship for the organization and committees. Sponsorship liaisons provide monthly updates to other committees regarding progress in securing sponsors.

- b. Maintain and update the Sponsorship database with the assistance of the Executive Director. The database contains historical information, current year contributors, sponsors and contact persons.
- c. Assist in obtaining all sponsors for CREW Dallas in discussion with the various committees as needed for individual events.
- d. Prepare the Sponsorship Brochure with information for sponsorship levels and opportunities, along with basic information about CREW Dallas and beneficiaries.
- e. Provide a form letter (to be sent on CREW Dallas letterhead) and contract to each committee member soliciting sponsors.
- f. Meet annually in August with all committee chairs and Vice Chairs to evaluate any necessary or appropriate changes to the sponsorship packages for the coming year. These changes and suggestions are presented to the CREW Dallas and CREW in the Community Boards, as applicable, for approval no later than the September Board Meeting.
- g. If CREW Dallas contributes to the CREW Network Leadership Circle, coordinate the ads for the contribution with CREW Network so that CREW Dallas recognizes all sponsors who have contributed to CREW Dallas and sponsors who have contributed more than \$2500 to CREW in the Community.
- h. Order standard gifts to be given to sponsors at the November luncheon, where all sponsors for the year are recognized.

XVIII. CREW NETWORK DELEGATES

- A. Description. The CREW Network delegates act as liaisons between the CREW Dallas membership and CREW Network in conveying information about CREW Network as a source of information for services, programs and networking support.
- B. Delegates' Responsibilities.
 - 1. Foster benefits of CREW Network for business development, resources, leadership training, continuing education, career opportunities and personal growth.
 - 2. Encourage members to participate in CREW Network by attending conferences and conventions.
 - 3. Solicit members to participate in any special committees and task forces in which the Network solicits participation.
 - 4. Make nominations for the CREW Network nominating committee and board of directors.
 - 5. Encourage members to submit networking success stories to CREW Network for its Annual Convention awards recognition.
 - 6. Encourage members to access and use the website www.crewnetwork.org for gaining and using information and participation in website activities.

7. Convey to the Board up-to-date information as to current CREW Network activity.
8. Meet with Directors after council meetings to discuss ideas from other chapters and significant issues that should be conveyed to the Board, i.e. dues increases.
9. Serve as resource to potential new chapters.

XIX. CREW DALLAS NOMINATING COMMITTEE

- A. Description. The CREW Dallas Nominating Committee (the “Nominating Committee”) is responsible for the nomination of Officers, and Directors of CREW Dallas for presentation to the membership for election. The Nominating Committee is also responsible for soliciting and selecting the winners of member awards (except the Outstanding Achievement Award) to be announced at the holiday luncheon.
- B. Election and Appointment of the Nomination Committee. The CREW Dallas office sends out an email to the active membership in April of every calendar year asking for nominations from the general membership to serve on the Nominating Committee. Ballots are accepted electronically and by majority vote of the members, five (5) members in good standing, with no aspirations to be elected to the Board, will be chosen to serve on the Nominating Committee. The balance of the nine (9) members on the Nominating Committee include the Past President, the President-Elect, and two full active members elected by the Board. The Past President serves as Chairperson of the Nominating Committee. The Executive Director or Past President should arrange for a committee orientation meeting to discuss and answer any questions regarding the nominating process once the committee is established.
- C. Accepting Nominations of Officers and Directors. An email notice will be sent to all CREW Dallas members seeking nominations for the President-Elect and Directors of CREW Dallas to be filled for the coming year. The nomination process for will be opened in July of the upcoming year and remain open for a two (2) week period of time. Upon the close of the nomination period, the CREW Dallas office will check the “member in good standing” classification of the nominees and confirm that they meet any and all other necessary requirements to serve on the Board according to the Bylaws of the organization.

Upon positive confirmation of their ability to serve, the CREW Dallas office will send each candidate a biographical questionnaire and they will each have a two (2) week time frame in which to complete and send it to the CREW Dallas office.
- D. Interviewing the Candidates for President-Elect. All candidates for the position of President-Elect will be interviewed by the Nominating Committee. The Nominating Committee will establish the time and format for interviews with candidates. Interviews for the remaining Board positions will be at the sole

discretion of the Nominating Committee. Traditionally, only the President-Elect nominees are interviewed by the committee.

- E. Choosing the Slate of Officers and Directors. Upon interviewing the President-Elect candidates, the Nominating Committee by either secret ballot or an open vote, shall vote on the position, and a simple majority rules. The Nominating Committee will slate the additional Director positions after review of the applications and discussion among Nominating Committee members. The Chair of the Nominating Committee will personally contact each candidate to confirm their willingness to serve and to notify those not selected for a position. Upon said confirmation, the slate will officially pass to the CREW Dallas office for presentation to the membership for election, usually at the October luncheon.

- E. CREW Dallas Awards. CREW Dallas gives out several awards to its members at the holiday luncheon in December of each year. The Awards to be given are determined by the Board, but typically include the Outstanding New Member Award, Most Valuable Player Award, Career Advancement for Women Award – Individual, and Career Advancement for Women Award – Company. Directors and Trustees are not eligible for the Most Valuable Player Award. Nominations are accepted from the general membership in August each year. The Outstanding New Member Award nominations are submitted by committee Chairs, Vice Chairs and the Directors for their receptive committees and are due by the time the Nominating Committee meets to select the annual winners. After receipt of nominations, the Nominating Committee meets to determine the finalists and recipients of each award.

XX. OUTSTANDING ACHIEVEMENT AWARD COMMITTEE

The Outstanding Achievement Award Committee (OAA Committee) chooses the member of CREW Dallas who best demonstrates excellence in: professional distinction, industry peer recognition, career, service to the community, and involvement with CREW Dallas or CREW Network. The OAA Committee is chaired by the most recent recipient of the Outstanding Achievement Award and membership includes all former Outstanding Achievement Award recipients who are current members of CREW Dallas and the President and President-Elect of CREW Dallas. Nominations are accepted from the general membership in either the months of April or May. The President and President-Elect are not eligible to receive the Outstanding Achievement Award. Nominated individuals are notified by the CREW Dallas office and members accepting the nomination should have a minimum of 2 weeks to complete the application. After nominations and applications are complete, the Nominating Committee will evaluate the candidates for the OAA Committee's consideration. The CREW Dallas office will offer to the OAA Committee the consolidated score and a numerical ranking of the candidates, which are developed by the Nominating Committee. The OAA Committee meets no later than July 1st to determine the finalists and recipient of the Outstanding Achievement Award.

All OAA finalists receive postcards to distribute announcement of their selection as a finalist and the winner receives additional postcards to use to announce they are the winner. When CREW Dallas has trade ads with local media publications, an advertisement announcing the winner may also be arranged. The Outstanding Achievement Award is presented by the most recent recipient of the OAA at the Evening of Outstanding Achievement Awards Dinner. If the previous award winner is not available, then the OAA Committee decides who will make the presentation.

XXI. SELECTION OF THE FOUR AT-LARGE TRUSTEES OF CREW IN THE COMMUNITY

After the Board is slated, the membership will receive a call for nominations for the Board of Trustees. The CREW Dallas office will notify nominated individuals of their nomination and provide a Trustee application to complete. The Board of Trustees will slate the at-large Trustees no later than the end of November each year. The CREW Dallas Board approves the slate of Trustees.

XXII. CREW DALLAS TLC (TRANSITION LEADERSHIP COACHES) PROGRAM

- A. Goal. To assist the transition of CREW Director, Committee and Subcommittee Leadership each year to ensure knowledge transfer, identification of upcoming leaders and leadership training for continued progress towards the strategic goals of CREW Dallas and CREW in the Community.
- B. Coaches. The coaches (each a “Coach”) are made up of 12 to 13 former Directors or Trustees appointed by the Board, typically in September or early October.
- C. Coach Duties.
 - 1. Training: Attend Coach Orientation Conference Call if not previously a coach.
 - 2. Develop Leadership List: Contact current Director and Chair of Committee or Subcommittee to develop list of upcoming leaders from current committee list (prior to mid-October) and obtain current Chair and Vice Chair personal preferences for their leadership next year.
 - 3. Discuss Leadership Suggestions: Immediately after new Director selections (mid-October) set up meeting (may be by teleconference) between outgoing and incoming Director and current Chair and Vice Chair of Committees and Subcommittees to go over leadership suggestions from meeting #1 (also get list of CREW Dallas members with leadership interest from Executive Director and from Nominating Committee) and assist the Director in making plans for asks to new Chair and Vice Chair [include deadlines in those asks].
 - 4. Director Selects Chair and Vice Chair: Follow-up with Director to assist Director in Chair and Vice Chair selections (selections must be made before the Board retreat).

5. Face-to-Face Transition: Once Chairs and Vice Chairs are selected, immediately schedule face-to-face meeting with incoming and outgoing Directors and incoming and outgoing Chairs and Vice Chairs to transition. The Executive Director must be present at these meetings. Complete transition checklist (attached as Exhibit D) and turn in to Executive Director or Strategic Advisor by no later than November 30th.
6. Celebrate: Attend All-Hands Transition Meeting in late November/early December to receive well-deserved thank you for coaching the process.

XXIII. CREW NETWORK FOUNDATION SCHOLARSHIP SELECTION COMMITTEE

CREW Foundation scholarships are intended to encourage women to pursue an education which will lead to a career in the commercial real estate industry. The CREW Network Foundation Scholarship Selection Committee selects the CREW Foundation scholars to be recommended to the CREW Network Board in June of each year. Placement on this respected committee is considered an honor.

Depending on the level of contributions made by CREW Dallas or CREW in the Community to the Foundation, CREW Dallas is given a limited number of seats on this committee. CREW Dallas representatives on this committee are appointed by the President of CREW Dallas.

XXIV. PAYABLES POLICY

A. Contracting/Checks/Drafts.

1. When purchasing any services or products, the correct entities are as follows:
 - a. For CREW Dallas use “Commercial Real Estate Women, Inc.”
 - b. For CREW in the Community, use “CREW Classic, Inc.”

Do not contract in a person’s name. The initiating person may add their name and address as “contact” or “ship to,” if desired.

2. The only Officers able to sign contracts for CREW Dallas are the President, President-Elect, and Secretary/Treasurer. The only Officers able to sign contracts for CREW in the Community are the Chair of the Board of Trustees, the CREW Dallas President, and Secretary/Treasurer. Other Directors, Trustees and Chairs are NOT authorized to bind the chapter.
3. Contracts, checks and drafts in an amount of under \$1,000.00 and under \$5,000.00 if provided in the budget approved by the Board, may be signed by any one Officer. All other expenditures require signatures by two Officers.

4. Notwithstanding the above, purchase orders or invoices for small items not requiring a contract (such as a lunch order from Corner Bakery) can be signed by Chairs, Directors, or Trustees.
- B. Pre-Approval of Expenditures. Any expenditure that exceeds \$1,000 and is not budgeted OR exceeding the budgeted amount by more than 10% for that particular item, must be authorized and approved by the Board or Board of Trustees, as applicable, in advance.
- C. Sales Tax. **IMPORTANT NOTE:** CREW in the Community is a tax exempt organization and, therefore, will not pay taxes on any purchases. If a member is purchasing something on behalf of CREW in the Community, the member should present the vendor with its tax exempt certificate (attached at Exhibit E). If the member pays taxes as part of their purchase, CREW in the Community **CAN NOT** reimburse the member for the taxes paid, and the member will be out that amount of money.
- D. Check Requests.
1. Payments of invoices and reimbursements may be made only upon receipt by the Secretary/Treasurer of a properly completed check request form. An account code is required before any check request will be processed regardless of whether or not the check request is for an invoice to be paid or a reimbursement check to a member. For ease, the chart of accounts for each organization is embedded in the form. The budget should be consulted to ensure coding corresponds to where budgeted.
 2. The person initiating the check request should fill out all blanks and drop down boxes and forward to their Chair for approval. The Chair, after checking for accuracy, will approve and forward to the Director. The Director performs the final review and should insure all items are present before forwarding to the Executive Director and Secretary/Treasurer for payment. Incomplete or incorrect check request will be returned to the Director, thus delaying payment.
 3. When filling out the request form, be certain to input the correct Department on the top (Administrative, Sponsorship, Membership, etc.). This is very important because some accounts (such as supplies) can possibly be used by various departments and need to be accounted for separately. There is also a comment section at the bottom of the form for further clarification, if necessary.
 4. If you are using a new vendor, their tax ID number (W-9) must be entered before they can be paid. Vendors that are incorporated (Office Depot, Corner Bakery, etc.) are exempt from this rule. If you are unsure if a vendor is new or not, check with the Executive Director or the

Secretary/Treasurer. No exceptions can be made to this rule for tax purposes.

5. Checks are paid twice per month. Be sure all vendors have the proper understanding of timing of payment and **plan ahead**. Additionally, checks are cut electronically from CREW's bank and therefore will go directly to the vendor or member that is the payee.
6. It is possible for the Secretary/Treasurer to cut a manual check for urgent chapter business. However, this option should be used sparingly and arrangements should be made well in advance in case someone is out of town. In the event a manual check is needed, the above policies for a check request still apply.

E. Budget/Chart of Accounts.

1. Once finalized and approved by the respective Boards, the final budgets will be circulated to the Directors, Trustees, and Chairs for their use and reference throughout the year.
2. Each department has its own tab, or sub-budget, in the budget. Each month the Directors are asked to explain significant variances to the Board or Board of Trustees, so Directors and Committee Chairs should be aware of where something was budgeted when coding the expense for payment.
3. The Chart of Accounts has a description line with examples of what goes in each category in order to simplify the process.

XXV. TRAVEL REIMBURSEMENT POLICY

A. Allowable Expenses. The following are allowable expenses for reimbursement from CREW Dallas for attendance at CREW Network Leadership Summit/Delegate Council Meeting and Convention (except as specified elsewhere in this document):

1. Leadership Summit and Convention registration fees.
2. Round-trip airfare in coach.
3. Meals at the airport or in-flight during travel.
4. Hotel room + taxes at the CREW reduced rate (The number of allowable nights will vary based on the distance of travel and the flight schedules. The number of allowable nights will be determined in advance of the travel. Travelers should inquire with the CREW Dallas office in advance to find out how many nights will be allowed).
5. Airport parking fees.
6. Transportation between the destination airport and the hotel.
7. Transportation to CREW-sponsored events (e.g., Chapter-hosted dinner or dine-arounds).

8. Meals that are not provided by CREW Network at the event (itemized receipts will be needed for meal reimbursement).

B. Ineligible Expenses. The following expenses are not eligible for reimbursement:

1. Alcohol (with the exception of the Chapter-hosted dinner at the CREW Network Convention).
2. Meals that are purchased instead of a CREW Network-provided meal (e.g., an attendee chooses to go to a restaurant for lunch instead of participating in the lunch being provided at the event).
3. WiFi at the hotel.
4. Snacks, entertainment expenses, costs associated with tourist attractions, and any other optional activities or expenses.

This is not meant to be an exhaustive list and it is understood that unique circumstances may arise that do not fit neatly into the guidelines above. If you have any questions, you are encouraged to ask prior to submitting an expense voucher for reimbursement.

XXVI. MISCELLANEOUS POLICIES OF CREW DALLAS

- A. Service Projects. On occasion, CREW Dallas members are offered an opportunity to participate in a service project. If CREW Dallas or CREW in the Community have made a grant or participated in a service project for the beneficiary in the past, the new service project does not require approval by the Board. However, if the beneficiary has not been a beneficiary of CREW Dallas or CREW in the Community in the past, the service project must be approved by the Board or Board of Trustees, as appropriate.
- B. Professional Services. While CREW Dallas members may offer services to CREW Dallas and CREW in the Community in a professional capacity, such services must be offered voluntarily. Neither CREW Dallas nor CREW in the Community will compensate CREW Dallas members for professional services provided to CREW Dallas or CREW in the Community. Before CREW Dallas or CREW in the Community may hire a third party who will pay a CREW Dallas member for services to be provided to CREW Dallas or CREW in the Community, the Board or Board of Trustees, as appropriate, must approve such engagement.
- C. Marketing. Except for the marketing associated with CREW Dallas sponsorships, CREW Dallas will not market or support the marketing of the businesses of its members.
- D. Luncheon Handouts. CREW Dallas members are authorized to place handouts primarily related to the member's commercial real estate business on a table designated for such purpose at each luncheon. Events and activities described in the handouts must not compete with CREW Dallas or CREW in the Community

events or activities. Luncheon sponsors may place handouts in the chairs at each table at the luncheon they are sponsoring. The placement of any other handouts at luncheons must be approved in advance by the Executive Director.

- E. CREW Network Member Attendance at CREW Dallas Events. CREW Network members from other CREW Chapters may attend the CREW Dallas monthly luncheon and other CREW Dallas events that are open to the public by paying the CREW Dallas member rate.
- F. CREW Network Distinguished Leaders. Each year the CREW Network board of directors invites an exclusive list of senior women in commercial real estate to become Distinguished Leaders. These Distinguished Leaders are influential women in the industry; demonstrated thought leaders and agents of change and CREW Network waives CREW Network dues for these women and CREW Dallas waives Chapter dues for membership in CREW Dallas.

XXVII. BOARD MEMBER ACKNOWLEDGEMENT

Each Director of the CREW Dallas Board and Trustee of the CREW in the Community Board of Trustees will execute the Acknowledgement form attached as Exhibit F upon receipt of these Policies and Procedures.

Exhibits to the Policies and Procedures:

Exhibit A	Leadership Roles
Exhibit B	CREW Dallas Organizational Chart
Exhibit C	CREW in the Community Organizational Chart
Exhibit D	CREW TLC Transition Checklist
Exhibit E	Tax Exempt Certificate
Exhibit F	Director/Trustee Acknowledgement

EXHIBIT A

LEADERSHIP ROLES

strat·e·gy noun (1) a careful plan or method; (2) an adaptation that serves an important function in achieving evolutionary success.	tac·tic noun A device for accomplishing an end (the strategy).
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Board of Directors/Trustees

The board of directors/trustees sets and oversees the strategic goals of the organization. The board deals with strategic issues, not tactical issues.

Directors

The directors, aside from serving on the board, are the board's representative to their committee. They provide support and guidance to the chair and committee on its role in achieving the strategic plan. They select the chair and work closely with her to set the plan of action for the year. They also are the communications link between the board and the committee. They will bring the board's message or directives to the committee and also bring the committee's needs and questions to the board. Their role is strategic.

Executive Director

The Executive Director is responsible for running the operations of the organization. She works closely with the board to achieve the strategic goals and provides guidance and continuity to the committees on all aspects of activities and plans. She should be included in all committee meetings.

Committees

The committees oversee and perform tactical duties to achieve the strategic goals of the organization. They are they "work horses" since CREW Dallas does not have a sufficient staff to perform all duties.

Committee Chairs

The chair is the head of, and runs the committee. She sets the agenda, selects her vice chairs (if not already selected by the director) and committee members and is responsible for the committee achieving its plan for the year. The chair works closely with her director to fully understand the committee's role in the strategic goals of the organization and what decisions need board (strategic) approval. Their duties are tactical.

Committee Vice Chair

The vice chair is selected by the director or the chair if requested by the director. The role of the vice chair is to work with and support the activities of the chair to achieve the committee's plan for the year. This position provides an opportunity to learn the chair leadership role and responsibilities of the committee for potential succession into the chair position on the current or another CREW committee the following year (unless the vice chair is an Associate member, in which case the vice chair can move into a chair role on a subcommittee but not on a standing committee). As the vice chair in this role one is responsible for filling in for the Chair for responsibilities and obligations she can't meet, as an example run the month committee meeting if the Chair cannot attend.

SubCommittees

Driven by the 5-Year Strategic Plan, certain areas were deemed significant enough to require special attention within a committee. Several subcommittees were established to guarantee that certain tactical tasks were given full attention. The subcommittees were designed to work within the existing committee structure, with the subcommittee chair reporting to the full committee chair (similar to a vice chair position, but more focused).

****Leadership**

All of the above groups are leadership positions. One primary strategic goal of the organization is to nurture, train and promote leaders within CREW Dallas. The committee structure is designed to provide these learning opportunities through committee member work, vice chairs, subcommittee chairs, chairs and election to the board and, perhaps, the presidency. All directors and chairs should consider it a part of their responsibility to notice and promote the leaders in the committees.

Quiz

Whose responsibility is it?

Who is the Liaison to the Board?Director

Who runs the meetings?Chair

Who prepares the budget?Chair

Who prepares the plan of work for the year?Chair

Who brings in the big picture of what’s going on in the strategic plans for all of CREW? ...Director

Who prepares the board report?Chair or Director but Chair is preferred

Who is responsible for making sure the board gets the board report?Director

Who is responsible for content and accuracy of the board report?Director and Chair

Who is responsible for making sure the committee’s plans get implemented?Chair

Who is responsible if the chair gets swamped and can’t get something done?Chair is responsible for delegating to the Vice Chair to ensure the task is completed.

Who is responsible for attending all committee meetings?Director and Chair

Who is responsible for compliance with the budget and financial policies?Director and Chair

Who is responsible to ensure that the committee plans do not conflict with other CREW priorities or plans?Director

Who is responsible for recognizing that a committee initiative is strategic and not tactical and needs to be elevated to the Board of Directors?Director primarily but also Chair

EXHIBIT B

CREW DALLAS ORGANIZATION CHART

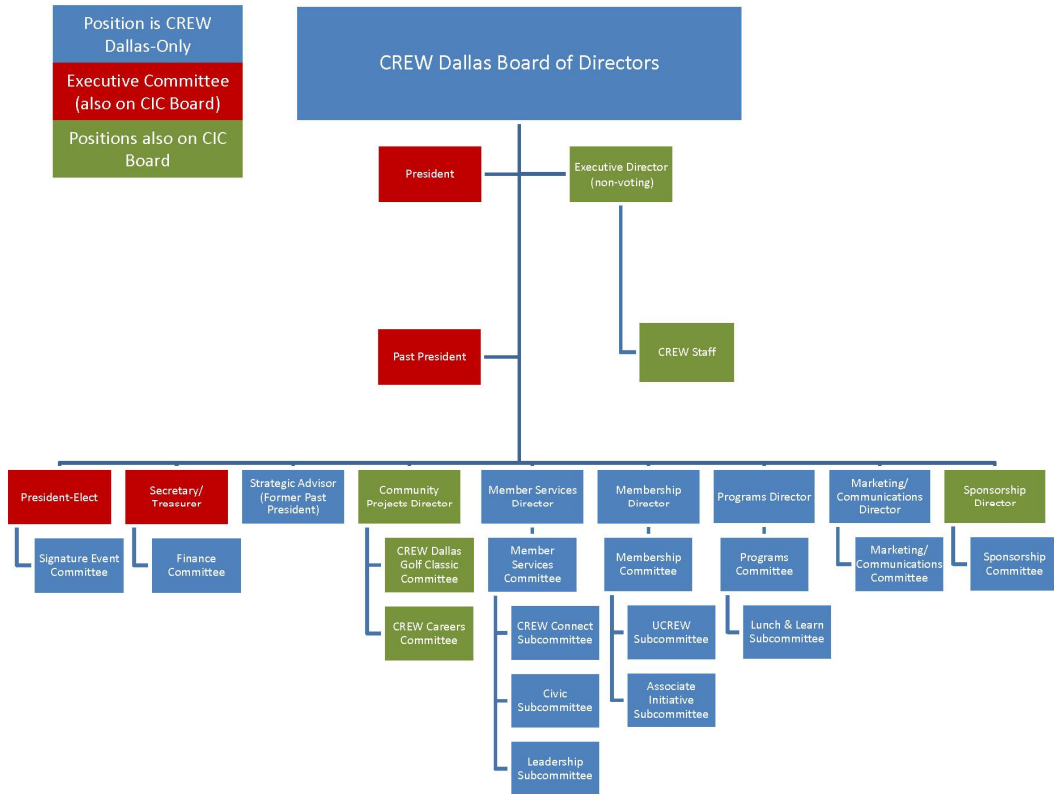


EXHIBIT C

CREW IN THE COMMUNITY ORGANIZATION CHART

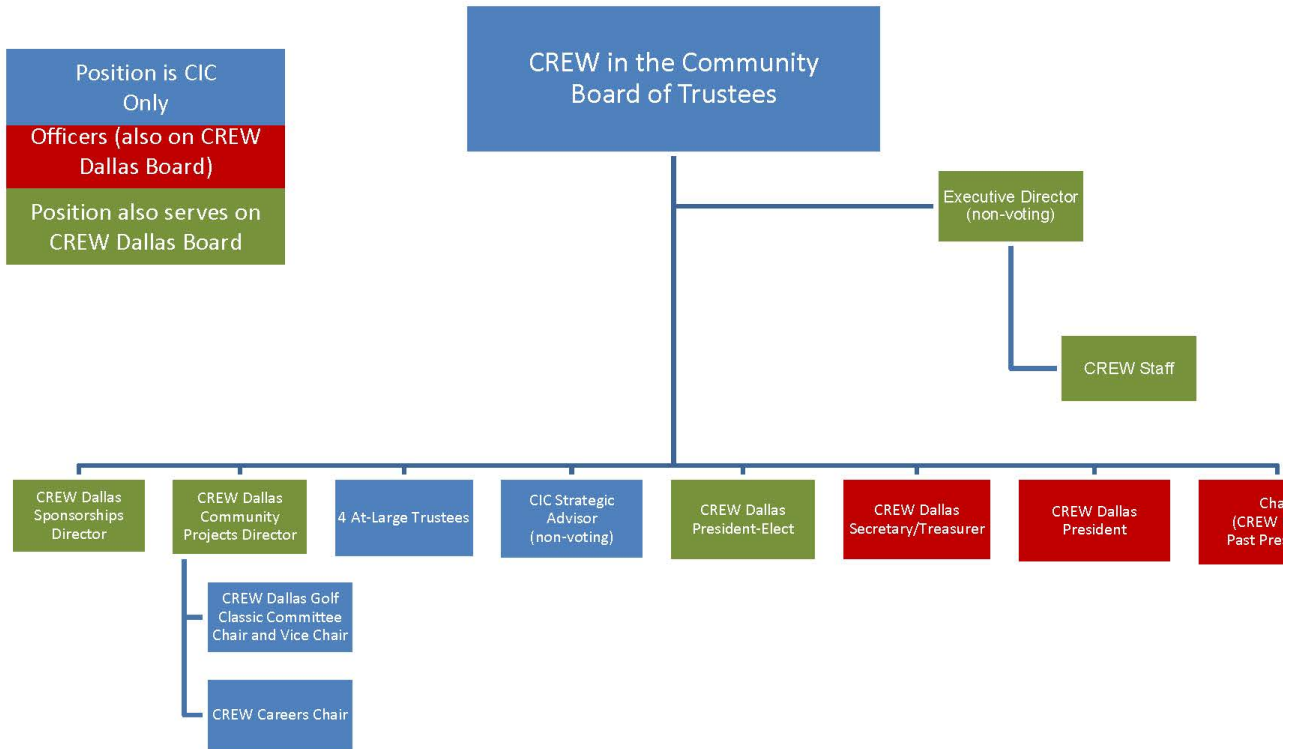


EXHIBIT D

CREW TLC TRANSITION CHECKLIST

- 1. Quick Review of Strategic Plan (will be covered in more depth at All-Hands Transition meeting).
- 2. Review Committee accomplishments.
 - a. Discuss what worked.
 - b. Discuss challenges.
- 3. Review budget in detail.
 - a. Discuss suggestions for next year.
- 4. Transfer all key vendor and other information (no new vendors without going through Executive Director).
- 5. Go over Board Reports and any suggested improvements.
- 6. Confirm Same Committee Meeting Date/Time (if at all possible) and pick location (submit to Executive Director).
- 7. Discuss How to Run Successful Committee Meeting/Committee Responsibilities.
 - a. Agenda.
 - b. Monthly in-person meetings (unless a Subcommittee or CREW in the Community Committee, which meet on different schedules as needed).
 - c. Networking (always) – A key purpose of the committees.
 - d. Report of Executive Director.
 - e. Report of Subcommittee Chair. Subcommittee chairs/Vice Chairs are required to attend Full Committee meetings, and may have additional meetings, as needed, which need not be in person. Director will attend all Subcommittee meetings. Members of the subcommittee will receive automatic invitations to Standing Committee meetings to enhance their networking experience if the Subcommittee does not meet monthly.
 - f. Report from Director re: strategic information from Board.
 - g. Successful delegating and engagement of committee members and dispute resolution.

- h. Roles of Director vs. Chair.
- i. When to elevate issue or new program to Board (strategic vs. tactical).
- j. Committee “Work Plan” for the year presented orally to Board for approval by March (additional written version should be submitted on Committee Board Report form) and budget submitted by deadline in January established by Treasurer.
- k. Create Roster of Committee Members and distribute to Committee.
- l. Chair (by mid-December) to send thank you to prior-year Committee and introduce new Chair and invite committee members to continue on committee in the coming year.

Submitted by:

Coach: _____

Date: _____

EXHIBIT E

TAX EXEMPT CERTIFICATE

01-339 (Back)
(Rev 4-13/8)

SAVE A COPY CLEAR SITE

Texas Sales and Use Tax Exemption Certification

This certificate does not require a number to be valid.

Name of purchaser, firm or agency CREW Classic, Inc	
Address (Street & number, P.O. Box or Route number) 14185 Preston Rd, Suite 550	Phone (Area code and number)
City, State, ZIP code Dallas, Tx 75254	

I, the purchaser named above, claim an exemption from payment of sales and use taxes (for the purchase of taxable items described below or on the attached order or invoice) from:

Seller: _____

Street address: _____ City, State, ZIP code: _____

Description of items to be purchased or on the attached order or invoice:

Purchaser claims this exemption for the following reason:

I understand that I will be liable for payment of all state and local sales or use taxes which may become due for failure to comply with the provisions of the Tax Code and/or all applicable law.

I understand that it is a criminal offense to give an exemption certificate to the seller for taxable items that I know, at the time of purchase, will be used in a manner other than that expressed in this certificate, and depending on the amount of tax evaded, the offense may range from a Class C misdemeanor to a felony of the second degree.

sign here ▶	Purchaser L. Carol Haselbee	Title Treasurer	Date 11/1/2014
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NOTE: This certificate cannot be issued for the purchase, lease, or rental of a motor vehicle.
THIS CERTIFICATE DOES NOT REQUIRE A NUMBER TO BE VALID.
Sales and Use Tax "Exemption Numbers" or "Tax Exempt" Numbers do not exist.

**This certificate should be furnished to the supplier.
Do not send the completed certificate to the Comptroller of Public Accounts.**

EXHIBIT F

DIRECTOR/TRUSTEE ACKNOWLEDGEMENT

I have received a copy of the Commercial Real Estate Women, Inc. and CREW Classic, Inc. Policies and Procedures (the “Policies and Procedures”), which outline many of the CREW Dallas and CREW in the Community policies and procedures. I understand that these Policies and Procedures are subject to change without notice in the sole discretion of the CREW Dallas Board of Directors, and that such changes may supersede, modify or eliminate any or all of the policies and procedures summarized in this document. I understand that the information contained in these Policies and Procedures is not intended to create, nor is it to be construed to create any contractual or other rights.

By signing below, I acknowledge that I have received a copy of the Policies and Procedures and that I am expected to fully comply with the provisions therein.

By: _____

Name: _____

Date: _____

Document comparison by Workshare Compare on Monday, January 04, 2016
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Document 2 ID	PowerDocs://DOCS/44411/11
Description	DOCS-#44411-v11-CREW_Dallas_Policies_and_Procedures_2015
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	<u>Moved to</u>
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	Format change
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Deleted cell	
Moved cell	
Split/Merged cell	
Padding cell	

Statistics:	
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