

South Shore REALTORS® POLICIES, PROCEDURES AND MORE

SECTION 1: ORGANIZATION

ORGANIZATION

South Shore REALTORS® (also referred to as “the Association”) is a trade organization whose primary members are licensed real estate professionals. As members of the Association, each REALTOR® also belongs to the Massachusetts Association of REALTORS® and the National Association of REALTORS®. There are over 3,000 Association members.

Membership in THE ASSOCIATION is voluntary and is open to active real estate licensees in the State of Massachusetts. In addition, companies which offer services to real estate professionals, may join as Affiliate Members as well as administrative staff working in REALTOR® offices. Employees of a real estate office may join as Administrative Members. These members may take advantage of many of the programs and services to REALTOR® members.

All REALTORS® subscribe to and uphold a strict Code of Ethics that governs their business behavior in all real estate transactions.

The term REALTOR® is a licensed collective trademark, which may be used only by members of the National Association of REALTORS® and its local associations.

MISSION

The mission of the South Shore REALTORS® is to provide its members the resources, in partnership with MAR and NAR, to deliver the highest level of professional and ethical services to all.

COMMITMENT TO FREE TRADE AND COMPETITION

The Association does not and will not establish or maintain fixed or recommended commission rates, listing terms or services provided to principals. Commissions listing terms and services are a matter of negotiation between the principal and the principal’s agent. The Association will not interfere in such negotiations or inhibit or restrict in any way the freedom of members to negotiate their own business agreements. In order to avoid even the appearance of anticompetitive behavior or purpose, participants in all meetings called or sponsored by the Association will discuss only the legitimate business purposes of the Association as prescribed in the meeting agenda and recorded in the minutes of the meeting. The chairperson of any meeting called or sponsored by the Association shall not allow discussion of commission rates, listing terms, services other subjects that might be viewed as potentially anti-competitive and will remind those in attendance of the Association’s commitment to free trade and competition. If any one in attendance at a meeting called or sponsored by the Association persists with discussions that could give the appearance of anti-competitive behavior or purpose, the meeting shall be adjourned. The minutes of the meeting shall reflect the reason for adjournment and the incident shall be reported immediately to the Association Legal Counsel.

ANTITRUST POLICY

Company Policies: Members shall not discuss with any competitor individual company policies relating to competitive policies, pricing or related types of sensitive information, including (a) commission levels, fees, business expenses or other business information or policies that would allow or encourage price fixing or maintenance; (b) bidding strategies either in general or for specific properties or any other information that would allow or encourage bid rigging; (c) a firm's competitive business decisions, including its policies regarding dealing with those firms offering different business models; (d) policies regarding the duration or types of listing agreements the firm will enter into or the form of compensation the firm will accept or negotiate; (e) the compensation offered or paid to a firm's agents or employees; (f) plans concerning any proposed or existing customers, clients or territories; (g) any other actions that might be construed as concerted attempts to restrain competition, including joint attempts to control or affect prices, market conditions, marketing practices, customer choice, or the like.

REALTOR® Association Membership: Membership in South Shore REALTORS® is open to any individual or entity meeting the membership qualifications set forth in the bylaws of the association, without regard to the type of business models employed by its company. No member shall urge on the leadership or membership of South Shore REALTORS® membership or of any local association or on any competitor that membership in any REALTOR® association be limited to companies practicing particular business models, or that membership be denied to companies or members practicing business models with which the member is in competition or with which the member is unfamiliar or uncomfortable. Members shall take no action to influence the business conduct of customers or other members towards such competitors.

Conduct of Meetings: All Association meetings will be conducted in full compliance with antitrust laws. Discussion of any topic suggestive of an intent or agreement to restrict competition or fix prices shall be improper. Among such topics and discussions are:

- Discussions of individual company policies and practices;
- Criticism of another company's practices or of any particular business model; and
- Suggestions that a local association or multiple listing service exclude from membership or participation those who practice any particular business model or engage in any unfamiliar or innovative activity or practice. Despite the fact that staff are well versed in antitrust matters, the presence of staff at a meeting should not invite discussion of matters that violate the letter or spirit of this policy or the antitrust laws. It is the responsibility of each member in the first instance to avoid raising improper subjects for discussion. However, if discussion of any inappropriate topics occurs at any meeting, all members present should openly disassociate themselves from such discussions, and if the discussions do not end immediately, the

meeting should be brought to a prompt adjournment by the person in charge of the conduct of the meeting. Committee chairs and others conducting meetings will find that adherence to prepared agendas for all meetings will reduce the likelihood of inappropriate discussions.

Informal Settings. Members should also be aware that informal or social settings are inappropriate for discussion of the topics described in this policy, and that casual comments – even those made in jest – might have serious antitrust implications.

Enforcement Policy. This policy statement has been prepared to assure that Association members, and especially volunteers and participants in South Shore REALTORS® and other REALTOR® association meetings, are aware of their obligations under antitrust law. Consequently, members conducting or participating in meetings of any REALTOR® association shall see to the strict enforcement of this policy. Volunteers and participants may be required, as a condition of participation on Association committees, work groups, task forces, leadership groups, governing bodies or other groups affiliated with South Shore REALTORS®, to execute a copy of this policy to affirm their acceptance of its principles and agreement to comply with its terms. Members with questions about antitrust issues should contact MAR counsel (via MAR's Legal Hotline) or seek other competent advice in all cases involving specific situations as they arise, when in need of guidance.

EQUAL OPPORTUNITY

The Association supports equal opportunity in housing and is dedicated to fulfilling the requirements of the fair housing laws.

SECTION 2: ASSOCIATION GOVERNANCE POLICIES

HISTORY

In 1937, the Quincy Real Estate Exchange was founded because merchants needed a reliable brokerage community to help market their inventory of foreclosed properties. The Quincy and South Shore Board became a member of the State and National Association of Real Estate Boards in 1945.

In May of 1957 the Plymouth County Board of REALTORS, Inc. was incorporated under the General Laws of the Commonwealth of Massachusetts and became a member of the State and National Association of Real Estate Boards.

After several years of negotiations between the two Boards, in October of 2000, they both voted to merge and become the Plymouth and South Shore Association of REALTORS® in 2001.

In 2016 a Bylaw amendment was proposed to the general membership during the October 27th Annual Meeting which, voted unanimously in favor of, approved the name change from Plymouth and South Shore Association of REALTORS® to South Shore

REALTORS®. The National Association of REALTORS® approved the name change on January 4, 2017.

DEFINITIONS

The following will serve as definitions for the Association concerning the terms used in this policies and procedures manual.

1. **Bylaws** are rules governing the operation of the Association adopted by membership at large.
2. **Rules of Order and Standing Rule** are rules governing the operation of the Association adopted by the Board of Directors (with the advice and/or recommendation of staff).
3. **Positions** are descriptive narratives, sometimes including recommendations outlining the concerns and/or views of the Association adopted by the Board of Directors.
4. **Programs** are activities relating to the Association adopted by the Board of Directors.
5. **Policies** are general or fundamental principles relating to Association involvement adopted by the members of the Board of Directors.
6. **Procedures** are the detailed explanations, directions or actions to implement adopted bylaws, positions, programs and policies selected and applied by staff with the advice and/or recommendation of the President. They address specific directions telling how, by whom and when things are to be done.

Definition and Role of the Board of Directors

Article XI of the Association's Bylaws defines the Board of Directors as the governing body of the Association and specifies its composition and authority.

Standing Rules of the Board of Directors

- The composition and the authority of the Board of Directors shall be as specified in the Bylaws.
- The presence of seven (7) members of the Board of Directors constitutes a quorum. A quorum must be present to conduct Association business. The vote of 2/3 of the Directors present at any Board of Directors meeting shall be required for the transaction of any business.
- Meetings of the Board of Directors shall be at designated times and places as set by the Board of Directors (usually the third Thursday of each month from 9:00 AM to 11:00 AM at 48 Schoosett Street, Pembroke, MA). Two unexcused absences will result in the automatic removal of a Board Member from his or her position on the Board. Absences will be considered "excused" for the following reasons: work-related activities and/or illness of the individual and/or family emergencies.
- Meetings of the Board of Directors shall be chaired by the President and conducted in accordance with the Bylaws and intent of the standing rules of the Board of Directors.
- Agendas are prepared by the Chief Executive Officer and the President. Agenda items should be submitted to the President five days prior to the meeting if possible.
- Only the officers and directors of the Board of Directors may vote on issues at their meetings. Visitors may participate in discussion on issues when recognized by the President.

- Only Board Members and the Chief Executive Officer may attend Executive sessions, unless the President, or a majority of the Board present and voting, grants an exception.
- Minutes shall be required for all meetings of the Board of Directors.
- Adopted policies shall not be in conflict with the Bylaws and shall be included in the Policy Manual.

BOARD OF DIRECTORS CODE OF CONDUCT

Role of the Directors – Board Meetings:

- Regular meetings of the Board of Directors are generally held from 9:00 to 11:00 am on the third Thursday of each month at the Association headquarters, however, meetings may run over the time allotted and Directors should plan for this accordingly.
- Directors receive an agenda/notice of their meeting by email each month approximately 3 – 4 days prior to the meeting date, which should be reviewed prior to the meeting.
- The presence of seven (7) Members of the Board of Directors constitutes a quorum, which is required to conduct business.
- Two unexcused absences will result in the removal of a Board Member from his or her position on the Board. Absences will be considered “excused” for the following reasons: work-related activities and/or illness of the individual and/or family emergencies.
- Members of the Board will not engage in, or facilitate, discriminatory or harassing behavior directed toward Board members, staff members or business associates of the Association.
- Occasionally there may be a disagreement on matters that come before the Board. However, once the matter has been acted on, everyone is expected to support the majority decision.

Confidentiality

- Board members and staff will have access to information, that if revealed to outsiders, could be damaging or sensitive to other members or staff, harmful to the best interests of the organization, or even create legal liability. Information provided to the Board and staff may concern personnel, financial, contractual, membership or legal matters. It will often be confidential and is intended for the use in decision-making and governance. Information shall be held in the strictest confidence and shall not be divulged to any outside party, including other members, without authorization of the President or Chief Executive Officer.
- It is the Chair of the Board’s responsibility to address infractions of confidentiality by individual Board members and to take action to remedy the problem. Directors should understand that if infractions of confidentiality by individual Board members continue, it is the expectation that the Chair of the Board will ask for the resignation of the individual Board member who has violated Board confidentiality.

Conflicts of Interest

- Member of the Board of Directors and Staff owe a high fiduciary duty to the organization. Thus, no board or staff member shall maintain any business enterprise or activity that directly conflicts with the interest of the organization. Staff members

shall not solicit members for any reason that is not directly related to official business.

Conduct

- Board members should maintain the highest standards of personal conduct, actively promoting and encouraging the highest level of ethics and professionalism within the industry/profession.
- Serve all Association members impartially, providing no special privilege to any individual member, and accepting no personal compensation from a member, except with full disclosure and with the knowledge and consent of the Board of Directors.
- Refuse to engage in or countenance discrimination on the basis of race, sex, age, religion, national origin, sexual orientation or disability.
- Refuse to make personal, political and/or religious statements or statement that would impugn the integrity or reputation of the Association, Massachusetts Association of REALTORS® and the National Association of REALTORS®.
- Exercise proper authority and good judgement in dealings with Board, members, staff members, companies with whom the organization does business and the public.

SOUTH SHORE REALTORS® 2018 BOARD OF DIRECTORS

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South Shore REALTORS®

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Responsibilities and Duties of the President

Serves as chief elected officer of the organization, representing the entire Membership. Directs other Officers, presides as Chairperson over Association actions, and acts as chief spokesperson for the Association.

Specific Duties:

- Presides at all meetings of the organization and Board of Directors.
- Schedules and prepares the Agenda for the Board of Directors meetings.
- Keeps the Board/Membership informed on the conditions/operations of the organization.
- Selects the Chairpersons for Committees/Task Forces of the organization.
- Outlines the purpose and duties of the Committees and monitors their progress.
- Directs the Board in formulating policies/programs that will further the Association's goals and objectives.
- Acts as spokesperson for the Association to the public, press, legislative bodies and other related organizations
- Promotes active participation in the Association on the part of the Membership
- Writes a monthly article for the printed newsletter.
- Presents the Annual Report at the Annual Meeting of the General Membership.
- Serves as an Ex-Officio Member of all Committees and Task Forces of the Association.
- Attends the MAR Media/Spokesperson Training program.
- Represents the organization at all NAR and MAR Meetings and Conventions as so directed by the Board of Directors.

- Keep the Directors and the Membership informed of actions taken at these meetings.
- Appoints the Chairperson and approves all Members of the Professional Standards and Grievance Committees.

Responsibilities and Duties of the President-Elect

The President-Elect reports to the President and is their automatic successor. Assumes the responsibilities of the President in his or her absence. Assists the President in carrying out the functions of that office and performs specific duties delegated by the President.

Specific Duties

- Assumes the duties of the President in his or her absence.
- Assists the President whenever and wherever possible.
- Becomes familiar with the activities and programs, in progress or projected, in order to ensure continuity.
- Serves as liaison to Committees and Task Forces, as assigned and reports results to the Board of Directors
- Provides leadership, in conjunction with other Officers, to obtain the best possible performance of Committee Members whenever necessary.
- Represents the organization at Local, State and National meetings when so directed by the President and/or the Board of Directors

Responsibilities and Duties of the Vice President

Assists the President and President-Elect in carrying out the functions of those offices and performs specific duties as delegated by the President.

Specific Duties

- Assists the President and President-Elect whenever and wherever possible.
- Becomes familiar with the activities and programs, in progress or projected, in order to ensure continuity.
- Serves as liaison to Committees and Task Forces, as assigned and reports results to the Board of Directors
- Provides leadership, in conjunction with other Officers, to obtain the best possible performance of Committee Members whenever necessary.

Responsibilities and Duties of the Treasurer

Ensures the integrity of the fiscal affairs of the organization. Serves as Chairperson of the Budget and Finance Committee.

Specific Duties

- Ensures that the Association maintains accurate financial records.
- Ensures that the financial policies are carried out as set forth in the approved Fiscal Policy procedures.
- Reviews Association expenditures and the financial status of the Association on a quarterly basis.
- Ensures that the quarterly financial reports are submitted to the Board of Directors and presents an Annual Financial Report to the Board of Directors.
- Serves as Chairman of the Finance and Budget Committee.

- Works with the Chief Executive Officer and Director of Operations in the preparation of the Annual Budget for approval by the Board of Directors, once approved by the Finance and Budget Committee.
- The Treasurer represents the organization as assigned by the President.

Responsibilities and Duties of the Secretary

Ensures the keeping of accurate records of the organization.

Specific Duties:

- Supervises the taking of minutes at all Board of Directors Meetings.
- Supervises the taking of minutes at the Annual Meeting of Members.
- Has charge of the corporate seal and affixes the name to all documents properly requiring such seal.
- Ensures that the Bylaws of the Associations are adhered to.
- The Secretary represents the organization as assigned by the President.

Responsibilities and Duties of the Past-President

Serves as an elected officer of the organization and serves on the Board of Directors and Executive Committee for one year after their Presidency to ensure continuity.

Specific Duties:

- Serves on the Board of Directors and Executive Committee for one additional year after their Presidency to ensure continuity.
- Facilitates the CEO Performance Review, historically done by the Executive Committee Members of the Association.
- Assists the President whenever and wherever possible.

Responsibilities and Duties of the MAR Directors and Alternates

To represent the Membership of the South Shore REALTORS®, Inc. at the Massachusetts Association of REALTORS® Meetings.

Specific Duties:

- State Directors shall have been an active REALTOR® Member of the organization for the past three (3) years.
- State Directors are expected to attend all Caucuses preceding the regularly scheduled State Board of Directors Meeting.
- State Directors are expected to attend all Massachusetts Association of REALTORS® Board of Directors Meetings.
- Stays informed on MAR actions and decisions. Prepare for Regional and State meetings and represent the interest of the Association and State Memberships at MAR meetings.
- If a State Director is unable to attend a meeting, they must notify the MAR South Shore Region Vice President and South Shore REALTORS® Chief Executive Officer so that an Alternate can be found to fill in for him/her.

Responsibilities and Duties of the NAR Director

To represent the Membership of the South Shore REALTORS®, Inc. at the National Association of REALTORS®.

Specific Duties:

- An NAR Director is expected to attend two (2) NAR Board of Directors Meetings, which are scheduled for May of each year in conjunction with the Midyear Legislative Meetings and in October or November of each year in conjunction with the NAR Annual Conference & Trade Expo.
- An NAR Director will serve as the Association Delegate on the Delegate Body, which meets once a year during the NAR Annual Conference.
- Report to the appropriate South Shore REALTORS® Committees and Board of Directors on each NAR Board of Directors Meeting.
- Seek the opinion and/or advice of the South Shore REALTORS® leadership on issues under consideration by the NAR Board of Directors.
- Stay informed on NAR actions and decisions.

Responsibilities and Duties of the Chief Executive Officer

General Responsibilities

- To manage all activities of the Association and oversee support staff and member activities.
- To implement all strategies and processes of the Association's Board of Directors.
- Manage and direct day-to-day operations and physical facility operations.
- Coordinate all integration with the Massachusetts Association of REALTORS®, National Association of Realtors and MLSPIN.

Duties to the Board of Directors

- Developing and managing an annual business plan.
- Assist the President and other volunteer leaders to develop appropriate policies and programs, write and distribute effective communications, follow the Bylaws/Association policies and maintain effective working relationships with other Associations.
- Identify and develop new leadership among the Association's members.
- Ensure all documents comply with the Association's E & O insurance and recommend necessary policies to safeguard the Association.
- Develop new sources of non-dues revenue, member services and benefits.
- Administer the Association's insurance, including and recommending to the Board of Directors, and legally mandated and NAR recommended insurance policies, including liability, workmen's comp., E & O, condo insurance, etc.
- Report to the President and Board of Directors on the Association's successes and problems, progress, and impediments to reach established goals and opportunities or threats that may face the organization.
- Oversee the Associations representatives' travel to regional, state, and national REALTOR® functions as approved by the Board of Directors (and accompanying the officers to these functions) including scheduling accommodations, registration, and reimbursement of expenses in accordance with Association fiscal policy.

Financial Duties

- Oversee maintenance of the Association's automated financial system.
- Manage the balance sheet, income statement, budget analysis and cash reports with the Finance and Budget Committee and Director of Operations. Assist the Treasurer with reporting the results to the Board of Directors.
- Implement the Association fiscal policy and financial actions taken by the Board of Directors.
- Draft annual budget and budget revisions with Director of Operations for the Finance and Budget Committee and work with the Board of Directors to obtain Board approval. Adhere to budget as approved.

- Alert Treasurer and President to any budgetary constraints or potential problems.
- Co-ordinate matters relating to the condominium ownership, leases, etc. with the Building Task Force/Building Trustee.

Staffing Duties

- Recruit, hire, motivate, and ensure adequate supervision and review of staff.
- Ensure up-to-date personnel policies in accordance with Massachusetts Law are developed and followed.
- Oversee staff salary increases, benefit levels, bonuses, promotions, and report annual holiday schedule to the Board of Directors.
- Report on personnel matters to the Board of Directors as needed.
- Oversee REALTOR® store inventories, sales and accounting.
- Assign staff as liaisons to various volunteer committees, task forces and additional groups.

Marketing the Association

- Oversee the production and distribution of effective internal and external communications, including press releases and advertising.
- Take advantage of improving and promoting the web site, real estate school, charity fundraisers, etc.
- Serve as the Association's representative to other professional associations, civic and community groups and local/regional government officials as needed.
- Serve as lead-staff for all Association functions, i.e., ROTY/Volunteer Appreciation, Networking Functions, Inauguration Gala, Realtor Day on the Hill, Charity Events/Fundraisers, Membership Meetings and Education programs, etc.

Duties to Professional Standards

- Ensure the proper administration of the Association's Professional Standards process.
- Handle inquiries from both members and the public regarding the process.
- Oversee the Association's Ombudsman Program.
- Encourage Association members to become involved in the process.
- Publish education items regarding professional standards and the Code of Ethics in the newsletter.

Committee/Task Force Liaison to the following:

- Board of Directors/Executive Committee
- Awards Task Force
- Bylaws Task Force
- Building Refresh Task Force
- Diversity Task Force
- Finance and Budget Committee
- Grievance and Professional Standards Committees
- Member Engagement Task Force
- Nominating Task Force
- Professional Standards Program: Ombudsmen and Mediators
- Young Professionals Advisory and YPN Network

Responsibilities and Duties of the Director of Operations

Financial Responsibilities

- Ensures smooth effective day-to-day operations of Association.
- Ensures control of accounting practices, handling of funds, internal controls and reporting to government agencies.

- Prepares quarterly financial statements for CEO/Treasurer for presentation to the Finance and Budget Committee and Board of Directors.
- Assists CEO with budget process.
- Maintains/records accounts receivables and handles inquiries for accounts (tracking past due accounts).
- Records and makes deposits in a timely fashion, obtains proper signatures and maintains appropriate payables records.
- Records and makes deposits on a timely basis.
- Manages payroll and maintains payroll files.
- Oversees physical inventory of REALTOR Store at year-end and petty cash.
- Works with CPS on annual year-end report and IRS 990 tax return.
- Maintains records of RPAC contributions and forwards payments to MAR/NAR.
- General Accounting and adherence to Accounting Practices and Procedures.
- Updates account signatories and handles property taxes and other taxes.
- Reconciles bank statements.
- Handles all eCommerce areas (reports, reconciliations and transfers).
- Maintains accurate information on status of Checking, Money Market, CD's and other investments, including transfers, balances, etc.

Operational Responsibilities

- Ensures smooth and effective day-to-day operation of facility, equipment and workflows of staff.
- Oversees computer installation and repair, heating and cooling, cleaning, utility companies and office equipment providers.
- Oversees telephone system and equipment usage, maintenance, repair, purchases, leases, etc. including all technology updates.
- Maintains Membership email address database.
- Maintains insurance including E&O, Building and Staff.
- Ensures creation of effective office systems, forms, timesheets, etc.
- Troubleshoots hardware/software problems with staff/third party vendor.
- Handles website updates.

Committee/Task Force Liaison to the following:

- Marketing & Technology Task Force
- Finance and Budget Committee

Responsibilities and Duties of the Director of Communications

- Direct activities that educate members about services, programs and products available through the Association.
- Direct activities that enhance the public's knowledge and appreciation of REALTORS® and what they do.
- Responsible for communications and publications including the newsletter, weekly emails, social media (Facebook, LinkedIn, Twitter) and other Association marketing brochures/flyers. Consults with Operations Director on website content.
- Maintain a continual program of Public Relations designed to improve our relationship with local and regional press, disseminating information on the accomplishments and activities of REALTORS® and the Association.
- Formulate, design and implement marketing objectives and strategies for the products, programs and services of the Association for the purposes of serving members and generating non-dues revenues through sales of advertising.
- Maintain a working knowledge of the activities of other Committees for publicity purposes.
- Develop and adhere to communications, membership and sponsorship budgets.

- Serve as photographer at functions, programs and events.
- Develop and implement communications, marketing and PR budget.
- Attend Annual Meeting, REALTOR® After Hours, ROTY/Volunteer Appreciation, Installation/Gala and other Association activities as needed.
- Prepare PowerPoint presentations for events as needed.
- Assist in maintaining Membership email address database and fax database.
- Develop and manage the annual Sponsorship Program, working to sell sponsorships and market/promote sponsors.
- Assists with Affiliate programs and sales of Affiliate memberships.
- Meet periodically with print and media outlets.
- Handles website updates
- Attend Midyear and Annual Conferences of the National Association of REALTORS®.

Committee/Task Force Liaison to the following:

- Government Affairs/RPAC Task Force
- Community Service Task Force

Responsibilities and Duties of the Director of Education and Events

- Recommends, oversees and adheres to Annual Budget for Education, Member Meetings, Special Events, sponsorship program, etc.
- Schedules/manages Continuing Education Courses, Designation Courses, Pre-License Salespersons and Broker (and DR) Courses, New Member and DR Orientations and additional programs sponsored by Education and Membership/Networking Committees.
- Maintains active license of Real Estate School with Commonwealth of MA.
- Markets Courses and programs (working with Communications Director).
- Responsible for planning/logistics of Association's major functions such as Gala/Installation, ROTY/Volunteer Appreciation, Annual Fest, RAH's, Member Meetings, Annual Fair Housing Program and assists with YPN Events. Orders awards, prizes, pins and gifts when needed.
- Handles Code of Ethics biennial compliance and process.

Committee/Task Force Liaison to the following:

- Membership & Networking Task Force
- Education Task Force
- Equal Housing Opportunity Task Force

Responsibilities and Duties of the Manager of Membership

- Oversees and processes new members, reinstatements and transfers.
- Oversees and summarizes files for Orientation Attendees (including COE).
- Maintains Membership Database incl. daily monitoring of dashboard.
- Assists with CE certificates (printing, etc.)
- Enters all new members and offices, application/dues process and all member and office changes.
- Prepares membership reports for monthly Directors Meetings and Quarterly Finance and Budget Committee Meetings.
- Sends out dues and orientation notices and follow-up.
- Responds to all telephone calls and inquiries relating to all member needs.
- Oversees NRDS and database data integration.
- Manages provisional members, ensuring compliance with Orientation requirements and deadlines.

- Oversees compliance with National Association of REALTORS® Membership Policies and Code of Ethics Requirements.

Responsibilities and Duties of the Administrative Coordinator

- Handles customers via phone and in-person, providing sales/customer support.
- Provides registration, dues and education assistance, troubleshooting member issues. Routes incoming calls to appropriate staff members.
- Processes daily incoming mail.
- Prepares materials for CE Courses, events and Orientations.
- Assists with proofreading of newsletter, emails and flyers/brochures.
- Event support including signage, nametags and other special needs.
- Schedules MLS and CBRB training dates, managing Google Office Calendar.
- Assists with Honor Society Certificates.
- Manages reservations for Knights of Columbus Upper and Lower Halls.
- Maintains inventory and handles supply and store item orders (incl. forms)
- Excel Mail merges for letters, mailings, labels, tent cards and meeting badges.
- Updates multiple Constant Contact email lists and monitors bounce-backs.
- Enters CE, Event and program information in Database and MAR and Chamber websites.
- Organizes storage room and front office areas.
- Food/beverage ordering and setup for ongoing meetings and events.

STAFF/OFFICE CONTACT INFORMATION

South Shore REALTORS® Headquarters

48 Schoosett Street, Pembroke, MA 02359

Phone: 781-826-5139

Fax: 781-826-0329

www.southshorerealtors.com

Chief Executive Officer

Rachel Tristano

RTristano@southshorerealtors.com

Educ. & Events Director

Susan Marques

SMarques@southshorerealtors.com

Communications Director

Jean Sawtelle

JSawtelle@southshorerealtors.com

Director of Operations

Eugene King

GKing@southshorerealtors.com

Membership Coordinator

Bonnie Bowler

BBowler@southshorerealtors.com

Administrative Coordinator

Stephanie Gillis-Thurstone

SGillis-Thurstone@southshorerealtors.com

General Email: info@southshorerealtors.com

RESOURCE INFORMATION

Massachusetts Association of Realtors®

www.marealtors.com

333 Wyman Street, Suite 200

Waltham, MA 02451

MAR General Line: 781-890-3700

Customer Service: 800-725-6272

MAR Legal Hotline: 800-370-5342

Fax: 781-890-4919

CEO/ Executive Vice President: Rob Authier

President: Rita Coffey

MLS Property Information Network

www.mlspin.com

904 Hartford Turnpike

Shrewsbury, MA 01545-4169
Phone: 508-845-1011, 800-695-3000
Fax: 508-845-7820
CEO: Kathy Condon

Board of Registration of Real Estate Brokers & Salespersons

Commonwealth of Massachusetts
1000 Washington Street, Suite 710
Boston, Massachusetts 02118-6100
Phone: 617-727-2373
Fax: 617-727-0139
Executive Director: Ann-Margarette Barry
<http://www.mass.gov/ocabr/licensee/dpl-boards/re/>

National Association of Realtors®
430 N. Michigan Avenue
Chicago, IL 60611
Phone: 800-874-6500
Fax: 1-800-288-1781
Chief Executive Officer: Bob Goldberg

www.realtors.org
www.nar.realtor

Articles of Incorporation

THE COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF CORPORATIONS AND TAXATION
236 STATE HOUSE, BOSTON
ARTICLES OF ORGANIZATION

We, BLANCHE R. CARPENTER, President, LEONE HARRISON, Treasurer, NEAL P. BENSON, Secretary, and WILLIAM E. BALL, MELVIN G. COOMBS, WILFRID P. HEWITT, AND RALPH H. COLEMAN, being a majority of the directors (or officers having the power of directors)

Of PLYMOUTH COUNTY BOARD OF REALTORS, INC.,

Elected at its first meeting, in compliance with the requirements of General Laws, Chapter 180, Section 3, hereby certify that the following is a true copy of the agreement of association to form said corporation, with the names of the subscribers thereto:

We, whose names are hereto subscribed, do, by this agreement, associate ourselves with the intention of forming a corporation under the provisions of General Laws, Chapter 180.

The name by which the corporation shall be known is

PLYMOUTH COUNTY BOARD OF REALTORS, INC.

The location of the principal office of the corporation in Massachusetts is to be the Town of Marshfield, Box 53.

The purposes for which the corporation is formed are as follows:

Section 1: To unite those engaged in the recognized branches of the real estate business in this community for the purpose of exerting a beneficial influence upon matters affecting the real estate business and related interests.

Section 2: To provide a unified medium for real estate owners and those engaged in the real estate business whereby their collective and individual interests may be safeguarded and advanced.

Section 3: To promote and maintain the high standards of conduct in the transacting of the real estate business expressed in the Code of Ethics of the National Association of Real Estate Boards; to enforce that Code among its members in their dealing with one another and with the public; and to adopt that Code as the Code of Ethics of the Corporation.

Section 4: To protect and promote the welfare of real estate, real estate ownership, and home ownership.

Section 5: To unite real estate men of this community with the Massachusetts Real Estate Association and the National Association of Real Estate Boards, thereby promoting the objectives of organized real estate men throughout the state and nation, and obtaining the benefits and privileges of membership in said associations.

Section 6: To designate, for the benefit of the public, those persons and businesses in this community authorized to use the trade term "Realtor" in this community as prescribed and controlled by the National Association of Real Estate Boards.

Section 7: To coordinate and administrate the Multiple Listing Service for the benefit of the members and their clients.

IN WITNESS WHEREOF AND UNDER THE PENALTIES OF PERJURY, WE HERETO SIGN OUR NAMES, THIS 28TH DAY OF May, 1957.

BLANCHE R. CARPENTER
LEONE HARRISON
WILLIAM E. BALL
NEAL P. BENSON
MELVIN G. COOMBS
WILFRID P. HEWITT
RALPH H. COLEMAN

(Blanche R. Carpenter)
(Leone Harrison)
(William E. Ball)
(Neal P. Benson)
(Melvin G. Coombs)
(Wilfrid P. Hewitt)
(Ralph H. Coleman)

SECTION 3: COMMITTEE/TASK FORCE POLICIES

Rules of Committees

- Chairpersons, Vice Chairpersons/Co Chairpersons and members of Standing Committees and Task Forces shall be Association members of good standing.
- Chairpersons, Vice Chairpersons and Co Chairpersons shall be appointed by the President and approved by the Board of Directors.
- Committees and Task Forces report to the Board of Directors.
- A Standing Committee shall be defined as an ongoing group that addresses strategies and programs through the direction of the Strategic Plan, mission and objectives of the Association.
- Committee appropriations, with the constraints of the annual budget, may be authorized and adjusted by the Board of Directors.
- All Committee and Task Force expenditures are subject to the provisions of the Association Financial Policies as concerns budgets and financial administration.
- No Committee shall sign or cause to be signed any contract binding the Association as a party without knowledge of the President and subject to the ratification of the Board of Directors.

Committee/Task Force Selection Process

Committee/Task Force Chairpersons should assist in the recruitment of their members with assistance from staff and utilizing the members who applied online via the Committee and Task Force Call for Volunteers annual online application. Each year a list of committees and task force members should be available on the Association website to encourage participation.

2018 Committees & Task Forces

- **Awards Task Force** – Reviews award applications to assist in selecting the winners of the annual Association Volunteer Awards (ROTY/ROSA/Affiliate of the Year, etc.).
- **Bylaws Task Force** – Reviews and updates the Association’s bylaws and recommends amendments as needed or required.
- **Building Refresh Task Force (NEW)** – Identifies areas of the Association Headquarters that need physical/cosmetic improvement(s), including potential changes to design/layout). Assists with Board recommendations and implementation of approved building improvements.
- **Community Service Task Force** – Identifies areas of charitable need and provides community outreach by the membership, staff and volunteer leadership. Assists with raising funds and awareness in support of selected charities within the South Shore of MA.
- **Diversity Task Force** – Assists with strategy development and implementation to increase generational and cultural diversity among leadership and members.
- **Education Task Force** - Assists with planning continuing education classes, programs and workshops on a variety of subjects to address and meet member needs. Makes recommendations on general membership speakers.
- **Equal Housing Opportunity Task Force** – Provides information and education related to the Fair Housing Laws and Affordable Housing. Assists with Sprint Fair Housing Event.
- **Executive Committee** – Manages affairs of the Association between Board of Directors Meetings and responsible for CEO Performance Reviews, annual compensation and benefits.
- **Finance and Budget Committee** – Performs detailed financial analysis to assist with the development of the annual operating budget to ensure financial strength to meet the organization’s goals, objectives and strategic initiatives.
- **Government Affairs/RPAC Task Force** – Educates members on advocacy and how it affects REALTORS® and homeownership; encourages participation in legislative activities including investing in RPAC (REALTOR® Political Action Committee) to support the industry’s voice on Beacon Hill and Capitol Hill regarding issues that affect the real estate industry.
- **Grievance Committee** – Reviews ethics complaints and arbitration requests for official Professional Standards Hearings ensuring only valid cases will be heard by the Professional Standards Committee. Requires attendance at Professional Standards Training every two years.
- **Marketing & Technology Task Force** – Evaluates and promotes marketing and technology products beneficial to Association members and recommends workshops/classes on relevant technology and marketing topics.
- **Mediation Program** – Provides mediation services to members and non-members upon request, following approved Professional Standards Procedures.
- **Membership Engagement Task Force (NEW)** – Evaluates and recommends enhancements to membership benefits, communications and processes/procedures to increase member engagement and satisfaction.
- **Networking Task Force** – Responsible for recruiting and retaining and engaging all members through programs and events designed to meet the professional networking needs of members.
- **Nominating Task Force** – Selects a slate of the most highly qualified members of the Association for Leadership positions at the local, state and national levels.

- **Ombudsman Program** – Utilize informal telephone mediation to address minor complaints from the public as well as inter-Realtor® conflicts and work to help parties find solutions before problems become serious. Provide enhanced communications and problem-solving to the professional standards process. Can respond to general questions regarding real estate practices, transaction details, ethical practices and enforcement issues.
- **Professional Standards Committee** – This group serves as the pool from which Ethics and Arbitration hearing panels are formed for each matter requiring a hearing. Three years of service on the Grievance Committee and professional standards training (every two years) are prerequisites for service.
- **Young Professionals Advisory Task Force** – The advisory task force assists with serving new and young professionals in four core areas and plans educational and professional networking opportunities for members. Participates in community outreach and RPAC fundraising efforts.

The President may, at any time, appoint Presidential Advisory Groups, Subcommittees, Work Groups or Task Forces.

Responsibilities and Duties of a Chair (Vice Chair or Co Chair)

Primary Function: Serves as a Chairperson of a Committee or Task Force, assigned by the President and reports to the President.

Specific Responsibilities:

- Accepts and supports the committee's/task force's charge in accordance with the strategic initiatives, goals, mission statement and objectives of the Association.
- Establishes realistic committee goals early in the year with staff and members' input.
- Informs members of their expected individual contributions and responsibilities.
- Recruits members, striving for a broad representation amount communities, firms, etc.
- Attends and presides at all meetings.
- Plans meetings and agenda with staff.
- Exercises leadership to obtain the best possible performance, when necessary.
- Moves members toward participation and decision-making.
- Evaluates efforts and communicates accomplishments to the committee/task force and to Association leadership.
- Submits an Annual Committee/Task Force Report.
- Submits an annual budget to the Finance & Budget Committee (if applicable).
- Maintains records and relevant information on committee/task force work. The chair/leader must be sufficiently informed to interact knowledgeably with other members and staff.
- Utilizes Association resources (budget request form and business case form) when proposing a new program/project or event from the Committee/Task Force or Group.
- Refers all media inquiries to the President or the Chief Executive Officer.

Responsibilities and Duties of a Committee/Task Force Member

Primary Function: To participate in the implementation of Association activities in alignment with the Association's Strategic Plan, Mission Statement and objectives.

Specific Responsibilities:

- Review any and all pertinent background material and the agenda before coming to meetings.
- Accept and follow through on assignments as requested by the Chair/Vice/Co-Chair of the Committee or Task Force.

- Actively participate in Committee and Task Force programs. With the Association and the Committee objectives in mind, use his or her personal talents/skills to ensure productive and successful efforts.
- Be familiar with the Association's Strategic Plan and NAR Core Standards for Associations.
- Assist in the implementation of the objectives and strategies for their area(s) of responsibility.

Policy on Disclosing Volunteer Position

The South Shore REALTORS® approves of the mention of an Association volunteer leadership position as an Officer or Director, Committee/Task Force Chair, or Committee/Task Force Member in personal material such as pamphlets, resumes or press releases recognizing the individual's achievements.

Any question on the use of a member's Association volunteer leadership position in the media or personal materials should be reviewed with the Chief Executive Officer and Communications Director.

Community Outreach Policies (for Association Committees/Task Forces)

- Identify areas of charitable need on the South Shore related to housing and homelessness.
- Provide community outreach opportunities to the membership to enhance the image of REALTORS®.

AWARDS INFORMATION

Awards Task Force Composition

The Awards Task Force will continue to be listed in the committee/task force "call for volunteers" so that members at large have the opportunity to apply for a position. In addition, the past State ROTY winners (from our association) will be invited to serve as well as the last three winners of our association's ROTY award. If those three members cannot serve previous ROTY winners will be invited until there are three on the task force. The Task Force will not exceed eleven members (including Chairperson). No more than 2 people from the same office will be eligible to serve in any one year.

ROTY/ROSA/Affiliate of the Year Award Process

- The previous year's ROTY winner will be asked to serve as Chairperson. The Chief Executive Officer will serve as the Staff Liaison.
- A Call for Nominations/Self-Nominations will be sent requesting names of nominees, the person nominating the individual(s) and reason(s). Reasons will not be required but will be requested. Members and Staff are eligible to submit nominations for each award category.
- If a current Task Force Member is nominated they will be given a choice of applying for an award(s) or serving on the task force but, due to a conflict of interest, cannot do both.
- Once the deadline date for nominations has been reached a Congratulations email will be sent to all nominees with a link to the online application form, asking them to complete an application.

- The Awards Task Force will meet to review the completed applications (a list of nominees will be distributed which will include the names of those nominating them and reasons, if given).
- The immediate Past President will not be eligible to apply (due to their serving as President the year of the award).
- All other members are eligible to apply (depending on the award category and their membership type).
- An Award winner from each category will be selected and the Task Force will assist the Education and Events Director by providing potential locations for the Annual Volunteer Appreciation/ROTY Event.
- Once winners have been selected all applicants will be notified via email, whether they have won the award or not. Those that did not win will be offered one comped registration to the event.
- The winner of each category may bring up to four comped guests to the event.
- Nominees that did not win an award will be offered recognition for their achievements in a "Member Spotlight" (without stating they applied/did not receive an award).
- A press release will be created/distributed as well as given to each winner to promote.
- A logo will be created (representing the Honor Society with the new Association Name/Logo, Year, and REALTOR® R) and distributed to each winner for their promotional use.

President's Award

A President's Award will be instituted giving the current President the option of awarding a Member and/or Staff this prestigious annual award. It can be awarded to more than one person if justifiable. It will be presented (with award and recognition given) at the December Gala/Installation by the outgoing President. A press release will be distributed and shared with the winner(s). Recognition will also be posted on social media, in the printed newsletter and weekly email.

Honor Society

- The Honor Society Awardees will be recognized during the Annual Meeting Program with a certificate and photo. A pin will be created with the new Association Logo/Name, REALTOR® R and year.
- After the Annual Meeting Honor Society Awardees will be invited to serve as Association Ambassadors. This is optional for all awardees.

Ambassador Program

Ambassadors are members of volunteer leadership who have been awarded Honor Society Status and offered to contribute their time to represent the Association by promoting membership and volunteerism as well as maintaining the quality of life and home ownership in our South Shore communities.

Ambassadors will:

- Assist in raising the awareness of the Association's membership benefits, activities and events.
- Help to recruit, inform and welcome new members.
- Encourage participation in events/programs, member engagement and involvement in volunteer leadership.

Benefits of being an Association Ambassador:

- Recognition on website and annually in printed newsletter.
- Increased leadership and networking opportunities.
- Active involvement in the Association and communities.
- Recognition during events that the Ambassador volunteers to greet/welcome attendees.
- Ambassador Ribbon or Badge
- Connect with members on a one-to-one basis and be the face of the South Shore REALTORS® and a voice of the membership.
- Press Release for distribution.

2018 COMMITTEE & TASK FORCE CHAIRS, VICE CHAIRS, CO-CHAIRS

Awards	Chair: Stephen Damon, Jack Conway & Co., Inc. 11 Central Square, Bridgewater, MA 02324 Office: 508-697-8300 Cell: 508-962-4255 Email: s-damon-re@outlook.com
Bylaws	Chair: David M. Walsh, David M. Walsh, REALTORS® PO Box 377, Weymouth, MA 02188 Office: 781-934-2000 Cell: 781-934-2000 Email: pwrdream@ix.netcom.com
Building Refresh	Chair: Christine Silva, William Raveis Real Estate 29 Main Street, Plymouth MA 02360 Office: 508-747-7755 Cell: 508-922-7080 Email: christine.silva@raveis.com
Community Service	Chair: Kevin Costantino, Costantino Realty Group 1581 Main Street, Suite 2, Weymouth, MA 02190 Office: 781-878-2945 Cell: 508-223-6131 Email: kevinj@costantinorealty.com Vice Chair: Tammy Downes, William Raveis Real Estate 161 Front Street, Scituate, MA 02066 Office: 781-545-1533 Cell: 617-201-2272 Email: Tammy.Downes@Raveis.com
Diversity	Chair: Mary D'Ambra, William Raveis Real Estate 293 Washington Street, Norwell, MA 02061 Office: 781-659-6650 Cell: 617-291-2579 Email: mary.dambra@raveis.com
Education	Chair: Trish Pierce, Keller Williams Realty 1165 Washington Street, Hanover, MA 02339 Office: 781-924-5766 Email: trishpierce@kw.com Vice Chair: Marcia Solberg, Macdonald & Wood, Sotheby's Int'l.

PO Box 621, Duxbury, MA 02331
Office: 781-934-2000
Email: marciasolberg@gmail.com

Equal Housing Opportunity Chair: Rita Daddio, Liberty Mutual Group
300 Ledgewood Place, Unit 105, Rockland, MA 02370
Office: 781-740-1920 Cell: 781-424-8046
Email: rita.daddio@libertymutual.com

Finance & Budget Treasurer/Chair: Mary D'Ambra, William Raveis Real Estate
293 Washington Street, Norwell, MA 02061
Office: 781-659-6650 Cell: 617-291-2579
Email: mary.dambra@raveis.com

Government Affairs Chair: Jeffrey DeMoura, Jeffrey Scott Realty
1 Carver Square Boulevard, Carver, MA 02330
Office: 774-404-1877 Cell: 774-404-1877
Email: jeff@jeffreyscottrealty.com

Vice Chair: Jennifer Kern Rizzo, Success Real Estate Co.
285 Washington Street, Braintree, MA 02184
Office: 781-848-9064 Cell: 617-548-1351
Email: jenniferkernrealtor@gmail.com

Grievance Chair: Richard Coughlin, Coughlin & Company
122 Washington St., Weymouth, MA 02188
Office: 781-335-2357 Cell: 781-254-5155
Email: Rick@CoughlinHomes.com

Vice Chair: David M. Walsh, David M. Walsh, REALTORS®
PO Box 377, Weymouth, MA 02188
Office: 781-934-2000 Cell: 781-331-3481
Email: pwrdream@ix.netcom.com

Marketing & Technology Chair: Michelle Cox, Jack Conway & Company, Inc.
321 Main Street, Hingham, MA 02043
Office: 781-749-1600 Cell: 617-875-0851
Email: Michelle@MichelleiCox.com

Membership Engagement Chair: Jennifer Jule, Keller Williams Realty
574 Washington Street, South Easton, MA 02375
Office: 508-238-5000 Cell: 774-218-3398
Email: JennJuleRealEstate@gmail.com

Networking Chair: Derek McCarthy, Keller Williams Realty
214 Quincy Avenue, Braintree, MA 02184
Office: 781-843-3200 Cell: 617-596-4281
Email: derekmccarthy@kw.com

Nominating Chair: Jennifer Kern Rizzo, Success Real Estate Co.

285 Washington Street, Braintree, MA 02184
Office: 781-848-9064 Cell: 617-548-1351
Email: jenniferkernrealtor@gmail.com

Professional Standards

Chair: Peter Ruffini, Coldwell Banker Residential Brokerage
6 Washington Street, Canton, MA 02021
Office: 781-821-2664 Cell: 508-922-6590
Email: [peterruffini@peterruffini.com](mailto:peteruffini@peterruffini.com)

**Young Professionals
Advisory**

Co-Chair: Amy Troup, Molisse Realty Group
23 Snow Road, Marshfield, MA 02050
Office: 781-837-5600 Cell: 781-775-5229
Email: realestatebyamy@yahoo.com

Co-Chair: Eric Clay, Embrace Home Loans
8 Samoset Street, Plymouth, MA 02360
Office: 508-591-4801 Cell: 508-685-6715
Email: eclay@embracehomeloans.com

Co-Chair: Lisa Larkin, Shamrock Financial Corp.
75 Newman Avenue, Rumford, RI 02916
Office: 401-228-9627 Cell: 781-956-7323
Email: lisa.larkin@shamrockfinancial.com

STRATEGIC PLAN is pending completion in 2018.

National Association of REALTORS® CORE STANDARDS

The Organizational Alignment Core Standards policy approved by the Board of Directors May 14, 2016, effective for the third compliance cycle: July 1, 2016 - December 31, 2017.

Every local and state association of REALTORS® shall annually demonstrate compliance with the following Core Standards. As used in this policy "state association" and "state association of REALTORS®" includes the territorial associations of REALTORS®.

Local associations will be responsible for communicating and describing the programs, products and services of national and state associations such that all members will understand value propositions at all three levels.

I. Code of Ethics

- A. Every association will provide new and continuing member Code of Ethics training as required by Article IV of the NAR Bylaws.
- B. Every association will maintain a viable professional standards process to enforce the Code of Ethics and provide arbitration and mediation as member services. Associations must have a fully functioning professional standards committee with administrative capability to conduct the program, or must administer professional standards enforcement through a multi-board (or regional) professional standards agreement with other associations or with the state association.
- C. Every association will provide mediation services to members as required by Article IV of the NAR Bylaws. Associations must also offer ombudsman services to members and their clients and customers and may implement a "citation" enforcement policy.

II. Advocacy

A. Unless prohibited by state law and in recognition of state law differences, each association shall include in their dues billing a voluntary contribution for the PAC or the Political Advocacy Fund (PAF) in an amount adequate to meet any NAR established RPAC fundraising goals. Dues billing for PAC or PAF contributions has been proven to be the most effective method for raising PAC or PAF dollars and in engaging our members in political advocacy*. A local association will have met this Mandatory Core Standard, regardless of whether they collect the full amount of their NAR established goal, if they include the voluntary contribution on their dues bill. Notwithstanding the above, a local association that chooses not to include a PAC or PAF contribution on their dues bills, may, in the alternative, meet this Mandatory Core Standard if they deliver to NAR the full amount of any NAR established RPAC goal contributed by whatever legal means determined to be in the best interest of the local association (i.e., a corporate contribution in the full amount of the NAR established goal). In whatever manner the NAR established RPAC goal is met, funds shall be sent to RPAC or the PAF individually or collectively by/through the State Association (i.e., one check concept). The intent of this standard is to provide the best opportunity for every association to meet its goal.

*Unless prohibited by state law, it is recommended that to reach the highest participation levels possible, each local association include the contribution to either the PAC or the PAF "above the line" with appropriate disclaimers about the voluntary nature of the member contribution.

B. Each association shall provide or distribute information and communications from NAR and the applicable state association, regarding the value of investing in and the benefits received from the individual's participation in the PAC.

C. Each association shall demonstrate participation in NAR Calls for Action (e.g., promotion through websites, newsletters, office visits, etc.). It is the state and local association's obligation to provide adequate proof of participation. NAR shall monitor state association participation primarily through the REALTOR® Action Center Response Reports. If there are signs of insufficient participation, NAR shall investigate and encourage compliance. The state associations shall monitor local association participation primarily through the REALTOR® Action Center Response Reports. If there are signs of insufficient participation, the state association shall investigate and encourage compliance.

D. Each local association shall demonstrate participation (if applicable) in State Calls for Action (e.g., promotion through websites, newsletters, office visits, etc.). It is the local association's obligation to provide adequate proof of participation.

E. In addition to the requirements established in subsections A-D, each association must support the REALTOR® Party's "Vote-Act-Invest" goals, and must annually conduct at least two initiatives or activities furthering or supporting each of those three goals respectively. Examples of initiatives and activities satisfying this requirement are available on NAR's online Compliance Tool and in the Core Standards Frequently Asked Questions ("FAQs") and in the REALTOR® Party Resource Guide which can be found at:

www.realtoractioncenter.com/resourceguide

III. Consumer Outreach

A. Every association will demonstrate engagement in at least four meaningful consumer engagement activities annually, including at least two activities demonstrating how

the association is the "Voice for Real Estate" in its market, and at least two activities demonstrating the association's involvement and/or investment in the community.

1. Being the "Voice for Real Estate" -- promoting market statistics and/or real estate trends and issues (e.g., release through press releases, interviews, etc. of MLS statistics, local market statistics, NAR research reports, local/state analysis of NAR statistics, etc.)
2. Community involvement and investment -- promoting the value proposition of using a REALTOR® and/or engaging in community activities which enhance the image of the REALTOR®, such as organizing human resources (e.g., participating in a Habitat for Humanity build) or conducting fundraising activities to benefit local community or charitable organizations.

To meet this four activity per year requirement, each association must execute a minimum of two "Being the 'Voice for Real Estate' " activities and two "Community involvement and investment" activities during the year. It will not be enough, for example, for an association to engage in the same activity 4 times each year nor will financial support of a charitable organization alone be considered to have met this Mandatory Core Standard. Additionally, any one activity can only be quantified in one category.

IV. Unification Efforts and Support of the REALTOR® Organization

- A. Every association will maintain, have access to or will have legal counsel available.
- B. Associations shall adopt and maintain corporate documents, policies and procedures that conform to local, state and federal laws. Associations will timely file legally required reports and documents (e.g., corporate renewal documents, state and federal tax returns, etc.).
- C. Every association shall annually certify that its board of directors has reviewed and discussed the association's business or strategic plan, that the plan includes an advocacy component and a consumer outreach component, and that those components have actionable implementation strategies.
- D. Local and state association chief staff must complete at least six hours of REALTOR® association professional development on an annual basis. In associations without paid/salaried staff, this requirement is applicable to the individual primarily responsible for performing the functions ordinarily carried out by paid staff in other associations.
- E. Each state individually or in cooperation with another state association must annually provide at least six hours of professional development opportunities for local association executives.
- F. Associations will promote to their members the importance of participating in any NAR–conducted effort to assess member understanding of the overall value provided by associations at all three levels of the REALTOR® organization.
- G. Licensees in limited function referral organizations (LFRO) shall be identified by the local and/or state associations for the purpose of inviting their participation in political advocacy (e.g., PAF and Calls for Action).
- H. To ensure proper dues reporting and collection, every state association will provide to each local association a comparative list of non–member licensees to the state membership records, at least semi-annually.
- I. Associations must annually offer, promote, or provide at least one professional development opportunity for their members.
- J. Associations must annually certify they have conducted or promoted a REALTOR® Safety activity.

- K. Associations will annually provide resources for or access to leadership development education and/or training for their elected REALTOR® leaders, and will document the training, tools, programs, and resources they offer or provide access to.
- L. Associations with paid staff must adopt policies and procedures for conducting annual performance reviews of their chief paid staff, and must annually certify that a performance review for their chief paid staff has been conducted.

V. Technology

- A. Every association must have an interactive website (defined as the ability to move between websites and create active links), post access to professional standards and arbitration filing processes on the website and create a link to the websites of the other levels of the association for promotion of member programs, products and services.
- B. Every association must utilize an email and/or internet based means for member communication.

VI. Financial Solvency

- A. Every association must adopt policies to ensure the fiscal integrity of their financial operations.
- B. All associations, state or local, with revenue of \$50,000 or more must annually submit a report from a CPA which includes either an audit opinion or an accountant's review report. For those associations with annual revenues of less than \$50,000 (including MLS-generated revenue and revenue from other business subsidiaries), a compilation report prepared by a CPA will be acceptable. These thresholds apply to all associations whether tax exempt or for profit. It will be left to the discretion of each association as to the frequency of an audit versus a review, recognizing that the costs of each type of engagement vary greatly.
- C. Any association considering bankruptcy must first obtain NAR's consent to file for bankruptcy. To the extent permitted by law, any association that declares bankruptcy will be subject to automatic charter review.

SECTION 4: THE ASSOCIATION FISCAL POLICIES & GUIDELINES

Intent and Purpose

The intent and purpose of this manual is to establish reasonable policies and guidelines governing financial and other operations of the South Shore REALTORS® (the Association); to provide an orderly means for the coordination and transition of operations from year to year; and to maintain a flexible set of guidelines which can accommodate reasonable changes in Association structure and operation, in economic fluctuations, and shifts in expenditure priorities.

Revisions and Changes

It is recommended that the following policies and guidelines be evaluated and reviewed periodically. The Treasurer, acting as Chairperson of the Finance and Budget Committee, and/or the Chief Executive Officer should submit recommendations to the Board of Directors for their review and final approval.

Financial Management

Duties of the Treasurer: The Treasurer is responsible for the administration of the Association finances and may delegate certain managerial duties to the Chief Executive Officer. The duties and responsibilities shall include without limitation:

- Advice to the Finance and Budget Committee and Board of Directors.
- Presentation of the quarterly financial statements and the annual budget to the Board of Directors.
- Presentation of financials to the Membership at the Annual Meeting.
- Consultation with the auditors prior to the issuance of the audited financial statements and the management letter.
- Preparation of the following year's proposed budget including the recommended membership dues charge incorporating mandates by business and or strategic plans.
- Review of the interim, unaudited financial statements prior to the presentation to the Board of Directors.
- Periodic review of the current year's budget for possible revision based on current circumstances including the feasibility of new or enhanced mid-year programs.
- Establish guidelines to create operating and capital reserves subject to the approval of the Board of Directors for the investment of available cash.

Duties of the Chief Executive Officer:

- It shall be the duty of the Chief Executive Officer to ensure that the receipts of the Board are deposited in a timely fashion in the banks, as designated by the Board of Directors, and shall take steps to maximize the interest income earned on such deposits.
- It shall be the duty of the Chief Executive Officer to pay all ordinary expenses of the Association as authorized by the Board of Directors. The current President, President-Elect, Treasurer and CEO shall be authorized to sign checks. Checks made out to the CEO will be signed by a signatory other than the CEO. Any check/invoice of \$1,000 or more requires two signatures.

Reserve Policy

The Association shall maintain a minimum of at least one year of operating expenses in reserves. This amount shall be sufficient to cover all necessary costs of the organization for one year including, but not limited to the following:

- Building Expenses
- Staff Compensation
- Professional Fees
- Overhead Expenses
- Estimated Tax Expenses

The Board of Directors shall maintain adequate liquidity to provide for the costs, should the need arise.

General Fiscal Policies and Procedures

- All fiscal operations shall be considered and undertaken in the best interests of the Association and its general membership.

- In accordance with the Bylaws of this Association, Article XIV, the fiscal year shall be the calendar year January through December.
- The governing body for fiscal operations shall be the Finance and Budget Committee of no less than five members, chaired by the Treasurer, and acting with the approval of the Board of Directors.
- The financial activities of the Association shall be reported to the Board of Directors on a quarterly basis by the Treasurer.

An accredited accounting firm shall be hired with the approval of the Board of Directors to advise, counsel and recommend financial activities to the Treasurer, and to prepare and file annual Federal and State Corporation Tax Statements.

An audited Annual Report of Fiscal Operations will be made available to the Board of Directors no later than May 31st of each year.

- The financial records and operations of the Association shall be made available to any Active Member upon reasonable request. Questions and requests pertaining to financial records and operations must be directed through the Treasurer.
- No Board member, Committee/Task Force Chair or volunteer leader shall commit the Association to any contract or fee for service without the approval of the Board of Directors and the knowledge of the Chief Executive Officer.

Annual Operating Budget

An annual operating budget will be prepared by the Finance and Budget Committee.

- Special considerations, requests for funds, and recommendations from any Member, Officer or Director should be presented to the Treasurer, prior to the annual budget preparation meeting.
- The annual budget will be presented to the Board of Directors for their approval and acceptance no later than the November Board Meeting.
- The Finance and Budget Committee will meet no less than four times per fiscal year to review, evaluate and revise accepted Annual Budget.
- Recommendations and proposed revisions to the budget shall be submitted by the Treasurer to the Board of Directors for their approval and acceptance. They shall be accompanied by a Budget Request Form.
- In accordance with the Bylaws, Article X, Section 6, any variance from budget of expenditure of over \$5,000 (five thousand dollars) must be approved by majority vote of the Board of Directors so called for this purpose. Any expenditure of over \$1,000 (one thousand dollars) variance from a budget line item shall be reported to the Board of Directors.
- The Association Officers, Directors and Committee Chairpersons should review major account expenditures (and income) on a quarterly basis.

Program and Event Expenses

- Costs for any South Shore Realtors® Association Program or Event are based on actual costs and will be minimized wherever and whenever possible.
- The President of the Board is expected to attend all programs, therefore his/her ticket will be provided free of charge to all South Shore Realtors® programs and events.
- The Officers and Directors for any fiscal year will attend the Installation/Gala of the Association, free of charge. Officers and Directors, with the exception of the President, will be responsible for the cost of tickets for their spouses or guests.

The Association Executive Officer, Accountant and Staff will also be invited free of charge. The Incoming President shall be entitled to ten complimentary tickets.

- The REALTOR® of the Year, REALTOR® of Outstanding Service and the Affiliate of the Year will be given four complimentary tickets to the ROTY/Volunteer Appreciation Event for their guests.
 - Conventions and Seminars
 1. The Association will cover the following convention and seminar expenses at the single room package rate:
 - a. Registration fee
 - b. Hotel accommodations
 - c. Round Trip Airfare (Coach or lowest airfare available)
 - d. Transportation by taxi/shuttle between home and airport, and between airport and hotel (receipts required). Mileage (using the IRS reimbursement rate) and parking can be substituted.
 - e. Daily Expenses (meals, taxis, entertainment).
 2. The daily expense allocation is not to exceed \$100 per day average if meals are not included in the conference/meeting package and an allocation not to exceed \$50 per day average if meals are included in the conference/meeting package for daily expenses.
 3. Conference/meeting attendees who elect to stay beyond the dates of the basic conference shall be responsible for the expenses incurred for those additional days.
 4. Expenses outlined above will be paid by the Association for the following leadership to attend respective conferences/meetings and seminars in the following order of priority as the budget allows:
 - a. NAR Annual Conference/Expo
 - i. President Elect
 - ii. NAR Director
 - iii. CEO
 - iv. President
 - b. NAR Midyear Legislative Meetings
 - i. President
 - ii. NAR Director
 - iii. CEO
 - iv. President Elect
 - c. NAR Leadership Summit
President Elect and CEO
 - d. New England Regional Conference
 - i. President
 - ii. NAR Director
 - iii. President Elect
 - iv. CEO
 - e. NAR Association Executives Institute – CEO
 - f. MAR Annual Conference Meetings
 - i. President
 - ii. President Elect
 - iii. CEO
- E. State Directors Meetings and Regional Meetings

1. State Directors, Alternate Directors and the CEO will be reimbursed for registration and meal costs, if applicable, when attending State and Regional Directors Meetings.
2. Ordinarily the Association does not reimburse Officers and Directors attending State and Regional Meetings for tolls, gas/mileage or parking not included in ticket price. These items should be claimed by the individual on his/her personal income tax report as unreimbursed business expense(s).
3. The Association shall purchase seating at the MAR Annual Professional Awards/ROTY Dinner and at the Annual MAR Installation of Officers and will solicit interested individuals to attend, with first consideration to the Officers and CEO. Additional reservations will be made at the discretion of the Board of Directors.
4. Expenses for other meetings and additional attendees to meetings may be reimbursed at the discretion of the Board of Directors.
5. Any individual who makes a reservation which is paid for by the Association will be responsible for the cost of the ticket if she/he does not attend.

Expense Reports

- Any person traveling at the expense of the Association must submit an expense report form provided by South Shore REALTORS® promptly, but no later than, 30 days following their return. **No reimbursements will be made without an Association expense report form.**
- Attendees shall provide receipts for all expenses. No reimbursements will be made without a documented receipt unless a written statement justifying why there is no receipt attached to the expense report.
- Expense reports for Officers and Directors should be submitted to the CEO. Expense reports for the CEO should be submitted to the Treasurer.

Document Retention and Destruction Policy

This policy identifies the record retention responsibilities of staff, volunteers, members of the Board of Directors, and outsiders for maintaining and documenting the storage and destruction of the Organization's documents and records.

A. Rules. The Organization's staff, volunteers, members of the Board of Directors and outsiders (i.e., independent contractors via agreements with them) are required to honor these rules: (1) paper or electronic documents indicated under the terms for retention below will be transferred and maintained by the Administrative staff; (2) all other paper documents will be destroyed after three years; (3) all other electronic documents will be deleted from all individual computers, data bases, networks, and back-up storage after one year; and (4) **no paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private litigation.**

B. Terms for retention.

1. Retain permanently:

- *Governance records* – Charter and amendments, Articles of Incorporation, Bylaws, other organizational documents, governing board and board committee minutes.
 - *Tax records* – Filed state and federal tax returns/reports and supporting records, tax exemption determination letter and related correspondence, files related to tax audits. Deed, bills of sale, and other instruments conveying any interest in real or personal property.
 - *Intellectual property records* – Copyright and trademark registrations and samples of protected works.
 - *Financial records* – Audited financial statements, attorney contingent liability letters.
2. Retain for ten years:
- *Pension and benefit records* -- Pension (ERISA) plan participant/beneficiary records, actuarial reports, related correspondence with government agencies, and supporting records.
 - *Government relations records* – State and federal lobbying and political contribution reports and supporting records.
 - *Financials* – Accounting Journals, Ledgers
3. Retain for seven years
- *Financials* – All miscellaneous accounting record including but not limited to bank statements, cancelled checks, paid bills, cash receipts
4. Retain for five years
- *Membership* – Inactive Membership Records
5. Retain for three years:
- *Employee/employment records* – Employee names, addresses, social security numbers, dates of birth, INS Form I-9, resume/application materials, job descriptions, dates of hire and termination/separation, evaluations, compensation information, promotions, transfers, disciplinary matters, time/payroll records, leave/comp time/FMLA, engagement and discharge correspondence, documentation of basis for independent contractor status (retain for all current employees and independent contractors and for three years after departure of each individual).
 - *Lease, insurance, and contract/license records* – Software license agreements, vendor, hotel, and service agreements, independent contractor agreements, employment agreements, consultant agreements, and all other agreements (retain during the term of the agreement and for three years after the termination, expiration, non-renewal of each agreement).
 - *Insurance Policies*
6. Retain for one year:
- *All other electronic records, documents and files* – Correspondence files, past budgets, bank statements, publications, employee manuals/policies and procedures, survey information.

C. Exceptions. Exceptions to these rules and terms for retention may be granted only by the Association's President.

SECTION 5: INVESTMENT POLICIES

Statement of Purpose

The Investment Policies Statement (IPS) is intended to provide a clear outline regarding the objectives, goals, and guidelines established by the South Shore REALTORS® for the investment of assets, including but not limited to the short-term investment account funds. This IPS is intended to assist the Association and their Investment Advisor(s) in effectively supervising, monitoring and evaluating the management of the Association's assets. These policies will be reviewed and/or revised as necessary to reflect any changes related to the portfolio, the Association or the markets.

The Association recognizes and acknowledges that risk must be assumed in order to achieve the investment objectives and that there are uncertainties and complexities associated with investment markets. The Association understands that achievement of its goals and objectives is measured against long-term client objectives and not against short-term market fluctuations.

Investment Goals and Objectives

The primary investment objective is to preserve capital; maximizing interest earned on investments is secondary to minimizing risk; portfolio growth to offset inflation is a tertiary goal. Immediate cash requirements are not anticipated, though occasional withdrawals to fund operations necessitate the need for some liquidity. Otherwise, there are no liquidity constraints.

The nature of the investment objective reflects the Association's risk tolerance, time horizon and goals, and can be described as follows:

- Assets should be invested primarily in short-term fixed income investments;
- Fixed-income investments shall be investment grade only;
- Maturities on fixed-income investments should be laddered such that at least 50% have average effective durations shorter than 5 years, and no more than 25% of fixed income investments have average effective durations greater than 10 years.
- A small investment of up to 10% in equity assets provides the opportunity for modest long-term growth of principal and protection against inflation.
- Equity investments will be in mutual funds investing primarily in large US companies that fall within the S&P 500 Index or large foreign companies from developed countries that fall within the MSCI EAFE Index, with a bias toward dividend-paying companies.

Investment Guidelines

A. Asset Mix - Although there is no guarantee of success, investments in the portfolio will be prudently diversified using the following asset allocation methodology:

Equity	0-10%
Fixed-Income	25-100%
Money-Market and cash equivalents	0-25%

B. Permissible Investments – The Association agrees to use of the following security classifications:

Equity Instruments: Mutual funds consisting primarily of large US companies and large foreign companies from developed countries. All assets must have a readily ascertainable market value, be easily marketable and have no deferred sales charges/loads.

Fixed-Income Instruments: Individual securities or Mutual Funds consisting of United States Government Obligations, agencies of the United States Government, and Corporate Debt Obligations. Also includes preferred stocks, convertible preferred stocks and convertible debentures rated BBB or higher by Standard & Poors or a similar rating agency.

Money Markets and Cash Equivalents: Interest bearing securities, free from risk of loss, price fluctuation and instantly liquid. Shall consist of individual fixed income securities such as Commercial Paper, U.S. Treasury Bills and other similar instruments with less than one year to maturity.

C. Prohibited Investments & Transactions:

- Derivative Contracts (futures, options, etc.)
- Commodities including gold
- Short Sales

Investment Review/Performance Measurement

Due to the Investment Goals and Objectives and Investment Guidelines specified in Sections II and III above, Client represents that the Lehman Brothers 1-3 Year Government Bond Index reflects investment parameters against which portfolio performance shall be compared for the most recent quarter and annual prior time periods. Factors influencing performance deviations from the benchmark will be described by the Adviser in quarterly reports to the Client (scheduled during Finance and Budget Committee and/or Board of Director Meetings).

Modification of Investment Policy Statement

A. Adviser/Association Meetings

Advisor and the Association will meet no less frequently than needed to review the portfolio and investment results in the context of this Investment Policy Statement.

B Modifications

The Finance & Budget Committee has primary responsibility, subject to Board of Directors review and approval, for establishing and modifying the IPS and execution thereof. This includes Financial Advisor selection, investment selection approval and the monitoring of portfolio performance according to stated guidelines. Any modifications to the IPS shall be promptly documented and disseminated to all affected parties. This policy will be reviewed and revised periodically to ensure that it adequately reflects changes related to the portfolio, the financial objectives of the Association and the state of the capital markets.

SECTION 6: PERSONNEL POLICIES

PROCEDURES OF EMPLOYMENT

EQUAL OPPORTUNITY EMPLOYER: It is the policy of the Association to grant equal opportunity to all qualified persons without regard to race, color, age, sex, religion, or national origin. It is the intent and desire of the Association that equal opportunity be provided in employment, wages, promotions, benefits, and all other privileges, terms and conditions of employment.

HIRING & AUTHORITY: The Chief Executive Officer shall be responsible for hiring, training, motivating, and defining the duties of all Association personnel.

NEW EMPLOYEE TRIAL PERIOD: Each employee hired after the date of this manual shall serve a probationary period of not less than 90 days, as determined by the Chief Executive Officer during which time the employer and employee will evaluate their mutual compatibility and performance to determine whether or not the relationship will continue. An employee shall be eligible for vacation, sick leave, insurance, or any other employee benefits after the 90 day probationary period.

POLICY ON THE PROCESS FOR DETERMINING COMPENSATION

This policy applies to the compensation of the Chief Executive Officer:

The process includes all of these elements: (1) review and approval by the board of directors or compensation committee of the Association; (2) use of data as to comparable compensation; and (3) contemporaneous documentation and recordkeeping.

1. **Review and approval.** The compensation of the CEO is reviewed and approved by the Executive Committee and Board of Directors of the Association, provided that persons with conflicts of interest are not involved in this review and approval.
2. **Use of data as to comparable compensation.** The compensation of the CEO is reviewed and approved using data as to comparable compensation for similarly qualified persons in functionally comparable positions at similarly situated organizations.
3. **Contemporaneous documentation and recordkeeping.** There is contemporaneous documentation and recordkeeping with respect to the deliberations and decisions regarding the compensation arrangement.

JOB PERFORMANCE EVALUATION: (All Staff other than CEO):

The Association has adopted the National Association of REALTORS®' Employer/Employee Guidelines which are required to ensure coverage under the National Association of REALTORS® Professional Liability Policy for wrongful termination claims.

Each employee's job performance, attitude, attendance and work habits will be reviewed in writing on an annual basis by the Chief Executive Officer. Each employee will meet privately with the Chief Executive Officer to discuss his/her evaluation. New employees will be evaluated after the first six months of employment and annually after the initial evaluation.

Based on the employee performance evaluation, the Chief Executive Officer will make recommendations for salary increases at least annually to the Board of Directors during the annual budget preparation.

JOB PERFORMANCE EVALUATION (CEO):

- The CEO's Performance Review is conducted by the Executive Committee.
- The Committee will then meet with the CEO and conduct the Performance Review.
- The Chairman of the Executive Committee (on behalf of the Executive Committee) will make a recommendation to the Board of Directors regarding a salary increase.

- The Review will be conducted annually on or around the CEO's anniversary date of employment.

TERMINATION OF EMPLOYMENT: The Association is committed to a standard of excellence in the services it provides its members and in the quality of work expected of its employees. As a result of the demanding nature of the organization's business, employees are challenged to achieve their full potential and to devote their best efforts to the Association's success. The Association, in turn, hopes to provide compensation and benefits to its employees that reward them for their contributions.

Because the Association and its employees are judged on their performance and results, it is important that both retain the ability to determine their own relationship with one another. Consequently, employees and the Association share the right to sever the employment relationship at will, at any time, with or without cause or advance notice. There are no express or implied covenants that in any way conflict with this right.

Any employee who, in the opinion of the Chief Executive Officer, fails to meet the job responsibilities of his/her position, or fellow-employee relationship standards, or who hinders the organizational goals set by the Chief Executive Officer shall be terminated from his/her employment with the Association. If an employee is terminated he/she will be compensated for actual time worked and any unused accrued vacation time due.

RESIGNATION: A two-week notice is expected from all employees contemplating resignation. Resignation shall be in writing to the Chief Executive Officer. Upon receipt of an employees' notice of resignation he/she shall be paid for his/her remaining time in the position, providing he/she reports to work. The employee will be compensated for any unused accrued vacation time. The Chief Executive Officer will conduct an Exit Interview with the employee.

GENERAL POLICIES

OFFICE HOURS: The Association Office is open daily Monday through Friday from 8:30 a.m. to 4:30 p.m.

PAY PERIODS: Employees are paid on a bi-weekly basis, the Wednesday following the week worked. Normal employee contributions to Social Security, Federal Income Tax, State Tax, and others required by law shall be deducted from each employee's payroll according to the employee's election of deductions where such elections are applicable. Employees are responsible for determining their elections and the personal tax ramifications of those elections. In addition deductions which are requested in writing by employees for such items as retirement programs, etc. will also be deducted. Employees upon proper written notice and execution of the required forms can from time to time change the items involving employee's elections for deduction.

LUNCH BREAKS: A half hour lunch break is authorized during each day. An employee may use their break times (if breaks are not taken) to increase their lunch to one hour if necessary. Lunch is generally taken between 11:00 am and 2:00 p.m. Lunch breaks should be arranged to assure adequate coverage of the Association office, excluding the Chief Executive Officer. Employees are encouraged to take their lunch hour. If an employee does not choose to take their lunch break, they do so with the understanding that it is neither compensated by wages nor accrued as compensatory time and

therefore does not effect the employee's obligation to be on time in the morning and leave no earlier than the designated quitting time.

BREAKS: There is not a set time for breaks during the workweek. Employees are entitled to two 15-minute breaks during a full workday - one in the morning and one in the afternoon. If employees choose not to take their breaks, they do not accrue compensatory time, however, they may adjust their lunch to include breaks not taken.

WORKWEEK: The workweek shall be defined as Monday through Friday (five-day week), and non-exempt employees are paid for 37.5 hours.

OVERTIME: Overtime, other than for occasional Association functions, is not expected of non-exempt staff and will not be required except in unusual circumstances. Overtime is construed as any time worked over 37.5 hours per week at the specific request of the Chief Executive Officer. Additional wages are not paid for overtime work as a general policy. When possible, and depending upon workloads, compensatory time off will be granted by the Chief Executive Officer.

COMP TIME: Should an employee be required to work before or after regular business hours (during a workweek, weekend, or during travel to a national, state or local business meeting) that time may be comped, subject to the approval of the Chief Executive Officer.

HOLIDAYS: Time off with pay shall be allowed for the following holidays with additional days being added or scheduled as needed:

New Year's Day	Independence Day	Christmas Day
Martin Luther King Day	Labor Day	Staff Birthday
President's Day	Columbus Day	
Patriot's Day	Veteran's Day	
Memorial Day	Thanksgiving Day	

Should a holiday fall on a Saturday, the holiday will be observed the preceding Friday. If a holiday falls on a Sunday, the holiday will be observed on the following Monday. At the discretion of the Chief Executive Officer, holidays may be exchanged for other days in the year, i.e., the day after Thanksgiving can be taken as a holiday in exchange for another within the same year.

BENEFITS

VACATIONS: The vacation policy for full time employees is as follows, computed on the basis of the employee's annual anniversary of employment: during the first year of employment: ten (10) days.

An additional day of vacation will be added for each full year of service until a total of thirty (30) days is attained. After six months of employment, the employee may, at the discretion of the Chief Executive Officer, utilize their vacation days.

It is the responsibility of each employee to schedule all vacation periods with the workload of the needs of the Association in mind. All vacations must be scheduled well in advance with the Chief Executive Officer. The first employee requesting a particular

period will be given first consideration. In the event that two employees request the same period at the same time, the employee with the greatest seniority shall have the first choice. Employees entitled to more than two weeks vacation are expected to refrain from scheduling more than two weeks at a time due to the small size of the work force and our service responsibilities to the members.

Vacation time not used in one year may be taken the following year with approval by the Chief Executive Officer. Employees are encouraged to take their vacation time for optimum effectiveness and morale. Unused vacation time can accrue up to a maximum limit of two years.

HEALTH INSURANCE: All full-time employees are eligible for a single health insurance plan under the then current health insurance plan offered after 90 days of employment. The Association will pay 75% of the premium per employee per month. Additional coverage for spouses and dependents may be available at the employee's personal expense. This benefit is subject to periodic review by the Association.

RETIREMENT PLAN: In order to assist employees in attaining financial security upon retirement, the Association has established a 401K Retirement Plan with American Funds From Capital Group (through our investment company BayState Financial) Employees are eligible for contributions to this plan after one (1) year of employment.

SICK LEAVE: Employees are entitled to paid sick days as needed but not in excess of the limitations set forth. Sick leave is defined as when an employee is unable to render service because of illness or disability and necessary emergencies, including illness in the immediate family. However, absence for sick leave in excess of eight (8) days per fiscal year, or without written documentation from the employee's doctor, will be considered chronic absenteeism and the steps outlined in the "absenteeism" section shall be taken. A maximum of eight (8) days sick leave shall be paid in any fiscal year. Absence for sick leave over eight (8) days shall be referred to the Board of Directors for further consideration. Unused sick days will not be compensated. Sick days may be carried over with the approval of the Chief Executive Officer for a maximum allowable accrual of two years.

If an employee arrives at the office and finds it necessary to leave during the first half of the day due to illness, half of a sick day will be recorded. Sick leave records will be maintained by the Director of Operations under the authority of the Chief Executive Officer.

FAMILY LEAVE: Every full time employee is entitled to at least eight (8) weeks of family leave for the adoption or birth of his/her child if the employee complies with the following conditions:

- Employee has completed the 90-day probationary period as stated on page 4 of this manual.
- Employee will give two (2) weeks notice of his/her expected departure date and notice that he/she intends to return to his/her job.
- Employee is entitled to return to the same or similar position without loss of employment benefits for which he/she was eligible on the date his/her leave commenced, if family leave is terminated within in eight (8) weeks.
- Accrued sick leave benefits shall be provided for family leave purposes under the same terms and conditions which apply to other temporary medical disabilities.

PERSONAL DAYS: Each employee is entitled to two (2) personal days per anniversary year of employment, after 90 days of employment. Use of these days should be noticed to the Chief Executive Officer in advance, when possible. Unused personal time is not compensated and does not accrue.

ABSENCE & ABSENTEEISM: The Chief Executive Officer must be notified of absence as soon as possible. It is the responsibility of each employee to keep the office advised if absence will be for more than one day. If an employee has continuing absences from work, the Chief Executive Officer shall discuss this problem with him/her and suggest corrective measures. If the employee does not correct the situation to the satisfaction of the Chief Executive Officer, this will be sufficient cause for termination.

TARDINESS: Each Association employee performs an important job. Tardiness can interfere with the performance of essential functions and reduced service to the membership constituting a hardship on other employees and the presentation of a poor image to Association members. Employees with a record of excessive tardiness in the judgment of the Chief Executive Officer will be subject to dismissal.

BEREAVEMENT: In the event of the death of a wife, husband, mother, father, grandmother, grandfather, child, sister, brother, mother-in-law, father-in-law, or legal guardian, employees are eligible for up to three (3) days' leave with pay. If out of state travel is required, employees are eligible for up to an additional two (2) days.

JURY DUTY: Occasionally, it may become necessary for an employee to serve on State and Federal juries. It is the Association's desire to cooperate with the employee for such Duty. The Association will pay the difference between the employee's earnings for a normal workweek and the fee received for jury duty. An employee on jury duty will be paid for any holiday that may occur during this period.

OFFICE POLICIES

OFFICE APPEARANCE: A proper office environment requires every employee's cooperation to keep it orderly. Nothing should be placed on top of the equipment, which will cause damage. All employees are expected to clean up after themselves. Desk tops and general workspace shall be left neat at the end of each day and files should be returned to their proper filing area and working papers stored in desks. The kitchen area must be cleaned up at the end of each day.

PERSONAL APPEARANCE: An employee's personal appearance creates a lasting impression to others. All employees must remember that they work in a business office, which requires dignity in both conduct and appearance. Extremes in dress are considered inappropriate.

TELEPHONE: Personal calls must be kept to a minimum so as not to disrupt the normal work schedule. No personal long-distance calls may be made from the Association telephones except with the specific permission of the Chief Executive Officer.

ADVERSE WEATHER/STORM POLICY: In the case of inclement weather, the Chief Executive Officer will determine if the Association headquarters will be closed. Historically the office is closed when the schools are closed in the town of Pembroke.

However, every employee will make every reasonable effort to get to work in such situations. Any employee who chooses to stay home when the office is open may take personal or sick time.

INJURIES ON THE JOB: All injuries, no matter how trivial, must be reported promptly to the Chief Executive Officer. This policy is for your protection. Workmen's Compensation, required by State Law and paid for entirely by the Association, protects you in the event of occupational injury or disability provided you give a timely and proper notice.

GRIEVANCE PROCEDURES: Each employee is urged to take his or her job related problems and grievances to the Chief Executive Officer. If the job related problem or grievance involves the Chief Executive Officer, the employee should bring the issue to the President. Prompt resolution of problems will maintain good working relationships.

CONFIDENTIAL MATTERS: Since much of the Association's business is confidential, employees must keep in the strictest confidence any information acquired and be generally discreet as to matters being handled by the Association. Failure to abide by this policy shall be grounds for immediate termination.

OFFICE EQUIPMENT/ORDERS/DELIVERIES: The office equipment and supplies, i.e., copier, postage machine, was purchased for business purposes, not personal use. Employees are expected to keep track of supplies and notify the employee responsible for reordering.

TECHNICAL QUESTIONS: No employee shall attempt to answer any technical questions regarding the operation of the Association, general real estate practices or legal matters unless specifically authorized to do so by the Chief Executive Officer. All calls of this nature shall be referred to the Chief Executive Officer.

REALTOR® INQUIRIES: Occasionally, employees are asked by a member of the general public to recommend a REALTOR®. DO NOT recommend one REALTOR® over another. Direct the person inquiring to the Association website's online directory to select a REALTOR® of their choosing.

CONFLICT OF INTEREST: No employee may enter into any activity, which is in direct conflict with the aims, purposes, and/or objectives of the Board. No employee may be employed by a REALTOR® or REALTOR® firm, or be actively engaged in the real estate profession, as defined by the bylaws of the Association, while employed by the Association.

SMOKING: Smoking is prohibited in all areas of the Association offices.

PERSONNEL FILES: Each employee's personnel file contains a record of their qualifications and skills, their salary history, their job evaluation, and promotions within the Association. Each employee is entitled to review his/her personnel file at any time provided that he/she reviews its contents in the presence of the Chief Executive Officer. Under no circumstances will an employee be allowed to remove information from his/her file. It is the policy of the Association to hold personnel file information in the strictest confidence.

TIME RECORDS: Official sick, vacation and personal time records will be managed by the Association's Director of Operations under the authority of the CEO. All such records and requests submitted by employees are to be in strict accordance with the Personnel and Procedures Manual and approved in advance by the CEO were applicable. Each employee is entitled to have a copy of their records.

STAFF DEVELOPMENT: The Association supports and encourages growth, learning and skill development on the part of all employees. When budget considerations permit and at the discretion of the Chief Executive Officer, the Association may pay part or all of certain training or education opportunities deemed to benefit the Association through enhanced employee performance. Employees must make every effort to include the educational program in the budget of the Association.

LAYOFFS: A layoff is a temporary separation caused by a short-term reduction in work volume or operating income. All available alternatives will be explored before taking layoff action and it will be attempted to administer any action with fairness and concern for the well being of all employees. Qualified personnel who have been laid off will receive preference over new applicants, should an opening develop. If more than one person has been laid off, the qualified person having the greatest seniority with the Association will be recalled first.

POLICY AGAINST HARASSMENT

Sexual harassment is illegal conduct and is contrary to the policy of the Association. Each and every employee is responsible for assuring he or she does not engage in sexual harassment or any conduct which could be viewed as sexual harassment.

1. Sexual harassment includes:
 - a. Unwelcome sexual advances;
 - b. Unwelcome requests for sexual acts or favors;
 - c. Other verbal or physical conduct that has the purpose or effect of unreasonable interfering with an individual's work performance by creating an intimidating, hostile or offensive working environment.
2. Complaint procedures: An employee who believes he/she has suffered sexual harassment by any other employee, or by any member of the Association or by any guest or visitor of the Association, must bring the problem to the attention of any of the following individuals:
 - a. The Chief Executive Officer
 - b. The Association's Legal Counsel

An employee who believes he/she has suffered sexual harassment by the Chief Executive Officer must bring the problem to the attention of the Association President. The complaint does not have to be in writing. It is helpful if details of dates, times, places and witnesses, if any, to the harassment can be provided.

3. All complaints will be investigated promptly by the Chief Executive Officer and Legal Counsel. The identity of the employee making the complaint as well as the identity of the individual accused of sexual harassment will be kept strictly confidential. Information regarding the charge of sexual harassment and the investigation of that charge will not be made known to anyone who is not directly involved either as a party, a witness, a member of the investigating team, the Association President or the Chief Executive

Officer. Witnesses interviewed will be provided only such information as is necessary to elicit from them their observations and other relevant information.

During the investigation both the complainant and the accused will be provided a full opportunity to tell their side of the story. Witnesses identified by the complainant or the accused will also be interviewed. Upon completion of the investigation, the investigating team will prepare a written report of its findings and recommendations. Authority for the final resolution of all charges and the determination of appropriate sanctions rests with the Chief Executive Officer

4. Discipline: Sexual harassment is a serious offense and any employee found to have engaged in such conduct is subject to severe discipline, including termination. Discipline against a member found to have sexually harassed an Association employee may include verbal or written warning from the President of the Association, with any such written warning regarding possible civil action by the harassed individual(s) against the accused member placed in the files.

It is contrary to Association policy for an employee or member to retaliate against an employee who files a charge of sexual harassment. All possible steps will be taken to eliminate the possibility of retaliation resulting from the filing of a complaint.

In the event a complaint of sexual harassment is found to be totally and completely without basis, appropriate disciplinary measures may be taken against the employee who brought the complaint. While this is in no way intended to discourage any employee who believes he/she has been the victim of sexual harassment from bringing a complaint, the Association recognizes that a charge of sexual harassment can cause serious damage to the personal reputation and professional career of the accused.

5. Follow up: In instances in which sexual harassment is found to have occurred, a member of the investigating team will remain in communication with the victim as to whether the harassment has ceased or if any retaliation has occurred.

DRUG AND ALCOHOL POLICY FOR EMPLOYEES:

Illegal Drugs:

The use, possession, distribution or sale of illegal drugs while on Association property or at an Association event is strictly prohibited. Violation of this policy is grounds for disciplinary action up to and including termination of employment. Any illegal substance found in your possession will be turned over to the appropriate law enforcement agency.

Alcohol:

Alcohol may be made available during specific Association events and social activities. While attending an Association sponsored event or social activity, or representing the Association at a business function at which alcohol is served, you are expected to conduct yourself in such a manner that you do not represent a danger to yourself or others, or damage the professional image and reputation of the Association. Any employee found to be under the influence of alcohol and unable to perform their duties will be subject to disciplinary action up to and including termination.

SECTION 7: MEMBERSHIP POLICIES

Notification of New Agents

All Designated REALTORS® shall notify the Association of any additions to their licensed sales staff within 5 days of such changes and/or of anyone leaving. All changes must be in writing, preferably on an Association Information Form and signed by the Designated REALTOR®.

Application and Fee

All applicants for REALTOR® membership must fill out an Association Application Form and pay a one-time \$150 application fee.

Orientation

Per Article V, Section 2 of the Association Bylaws, all new members must attend a New Member Orientation no longer than within the first two offerings (or four months) following receipt of their application. Should the member not meet this requirement they will be denied services of the Association and the Designated REALTOR® will be assessed for a non-member licensee. Those applicants who have held previous membership in the REALTOR® Association are exempt from attending orientation if they have held membership within three years from the date of application.

Reinstatement Fees

Members will be charged full year dues plus a \$75 late fee (\$10 of which is due to MAR) for all members who pay their dues after the due date of January 15th. Any member whose dues are not paid by the March Board of Directors Meeting will be dropped from membership and their Designated REALTOR® will be assessed for a non-member licensee. If the member subsequently renews their membership in the same calendar year, they will be charged a \$125 reinstatement fee.

Military Waiver – Active and Returning Veterans

As a way to say thank you to new and current Massachusetts REALTORS® who serve (full-time active duty), have recently returned from active duty, or have spouses deployed, MAR has a Veterans Program. Through this program, MAR and South Shore REALTORS® offer REALTORS®, who are active or are recent military veterans, free dues for at least a year. To qualify, he/she needs to be full-time active duty or returned from active duty or deployment within 36 months prior to the date of your REALTOR® membership application. To apply, he/she needs to submit their DD 214 form for honorably and medically discharged veterans (or equivalent documentation) to the Association. Depending on the date of the membership application, the state dues waiver will be in effect for 12-23 months (balance of the remaining membership year plus 12 months). The Board of Directors will review the Military Waiver policy each year prior to the start of the following year's dues billing cycle and may make changes annually.

SECTION 8: GENERAL ADMIN/BUSINESS PRACTICES & POLICIES

Authorized Spokesperson Policy

The President, President-Elect and the Chief Executive Officer shall be the only authorized spokespersons for the Association. No other individuals shall speak for the Association on matters affecting South Shore REALTORS® or its membership as a whole without prior approval of the President.

Mailing List Policy

The Association maintains a membership mailing list, which is made available only on a rental basis for one-time only use to Affiliate Members. The mailing must be approved by the Chief Executive Officer prior to sending labels at \$.10 each. The information is considered copyrighted and is not to be reproduced without express permission. Exceptions to this policy may be made on an individual case basis by the Chief Executive Officer. Mailing labels are provided free of charge to sponsors reaching a specific level depending on the current sponsorship program (and upon request).

Membership Email Policy

THE ASSOCIATION maintains an email list of members. THE ASSOCIATION does not rent, sell or share members email addresses.

Solicitation Policy

All solicitations for funds, project financing or endorsements will be submitted to the Board of Directors for approval, prior to funding, financing or implementation of the endorsement. Donation requests from religious, educational, philanthropic or civic organizations will be treated as a solicitation.

Conflicts of Interest Policy

This Conflict of Interest Policy of the South Shore REALTORS®: (1) defines conflicts of interest; (2) identifies classes of individuals within the Organization covered by this policy; (3) facilitates disclosure of information that may help identify conflicts of interest; and (4) specifies procedures to be followed in managing conflicts of interest.

A. Definition of conflicts of interest. A conflict of interest arises when a person in a position of authority over the Organization may benefit financially from a decision he or she could make in that capacity, including indirect benefits such as to family members or businesses with which the person is closely associated. This policy is focused upon material financial interest of, or benefit to, such persons.

B. Individuals covered. Persons covered by this policy are the Organization's employed Chief Executive Officer (employed) and Director of Operations (employed), and the President, President-Elect, Vice President, Treasurer and all other Officers and Directors.

C. Facilitation of disclosure. Persons covered by this policy will annually disclose to or update the Association on an online form, provided by the Organization, their interests that could give rise to conflicts of interest, such as a list of family members, substantial business or investment holdings, and other transactions or affiliations with businesses and other organizations or those of family members.

D. Procedures to manage conflicts. For each interest disclosed to the President, President will determine whether to: (a) take no action; (b) assure full disclosure to all the Board of Directors and other individuals covered by this policy, if any; (c) ask the person to recuse from participation in related discussions or decisions within the Association; or (d) ask the person to resign from his or her position in the Association or, if the person refuses to resign, become subject to possible removal in accordance with the Organization's removal procedures. The Organization's Chief Executive Officer and Director of Operations will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the President in order to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred.

Non-Discrimination Policy

The Association is strongly committed to a policy of equal opportunity for all individuals regardless of race, color, religion, sex, handicap, familial status, national origin or age. The policy of equal opportunity applies to all aspects of the Association activities and programs including employment practices, membership policies and committee appointments.

Sexual Harassment Policy

The Association has a strict policy prohibiting all forms of sexual harassment. The policy applies to all employees when they are acting within the scope of their employment and to employees and members in connection with any Association function. No employee shall engage in any conduct constituting sexual harassment. No employee or member against whom a charge of sexual harassment has been made shall in any manner seek reprisal against the employee or member making the charge.

Sexual harassment includes:

- Unwelcome sexual advances;
- Unwelcome requests for sexual acts or favors;
- Other verbal or physical conduct that has the purpose or effect of unreasonable interfering with an individual's work performance by creating an intimidating, hostile or offensive working environment.

The Association has established complaint procedures for any member or employee who believes he/she has suffered sexual harassment by any other employee, guest or member of the Association. An employee or member who observes an act of sexual harassment shall report the act to the Chief Executive Officer or the President.

Whistleblower Policy

This policy: (1) encourages staff and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of the Association; (2) specifies that the Association will protect the person from retaliation; and (3) identifies where such information can be reported.

A. Encouragement of reporting. The Association encourages complaints, reports or inquiries about illegal practices or serious violations of the Association's policies, including illegal or improper conduct by the Association itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies. Other subjects on which the Association has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment via the Association's human resources channels, unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.

B. Protection from retaliation. The Association prohibits retaliation by or on behalf of the Association against staff or volunteers for making good faith complaints, reports or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith but prove to be mistaken. The Association reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports or inquiries or who otherwise abuse this policy.

C. Where to report. Complaints, reports or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the bases for the complaints, reports or inquiries. They should be directed to the Association's Chief Executive Officer or President; if those person are implicated in the complaint, report or inquiry, it should be directed to the Secretary-Treasurer. The Association will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that the Association may be unable to fully evaluate a vague or general complaint, report or inquiry that is made anonymously.

Open/Closed Meeting Policy

The policy of the Association is clear. Unless there are exceptional reasons for confidentiality, all meetings of the Association are open to any members. The following committees are authorized on a limited basis to conduct closed meetings: Board of Directors, Awards Task Force, Finance and Budget Committee, Nominating Task Force, Grievance Committee and Professional Standards Committee.

Referrals and Recommendations

The South Shore REALTORS® does not respond to requests, written or verbal, for references or recommendations of individual REALTOR® or Affiliate members.

Joint Venture Policy

This policy requires that the Association evaluate its participation in joint venture arrangements under Federal tax law and take steps to safeguard the Association's exempt status with respect to such arrangements. It applies to any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity as further defined in this policy.

A. Joint ventures or similar arrangements with taxable entities. For purposes of this policy, a joint venture or similar arrangement (or a "venture or arrangement") means any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity without regard to: (1) whether the Association controls the venture or arrangement; (2) the legal structure of the venture or arrangement; or (3) whether the venture or arrangement is taxed as a partnership or as an association or corporation for federal income tax purposes. A venture or arrangement is disregarded if it meets both of the following conditions:

(a) 95% or more of the venture's or arrangement's income for its tax year ending within the Association's tax year is excluded from unrelated business income taxation [including but not limited to: (i) dividends, interest, and annuities; (iii) royalties; (iii) rent from real property and incidental related personal property except to the extent of debt-financing; and (iv) gains or losses from the sale of property]; and

(b) The primary purpose of the Association's contribution to, or investment or participation in, the venture or arrangement is the production of income or appreciation of property.

B. Safeguards to ensure exempt status protection. The Association will: (a) negotiate in its transactions and arrangements with other members of the venture or arrangement such terms and safeguards adequate to ensure that the Association's exempt status is protected; and (b) take steps to safeguard the Association's exempt

status with respect to the venture or arrangement. Some examples of safeguards include:

- (i) control over the venture or arrangement sufficient to ensure that it furthers the exempt purpose of the organization;
- (ii) requirements that the venture or arrangement gives priority to exempt purposes over maximizing profits for the other participants;
- (iii) that the venture or arrangement not engage in activities that would jeopardize the Association's exemption; and
- (iv) that all contracts entered into with the Association be on terms that are arm's length or more favorable to the Association.

Website Privacy Policy Terms & Conditions

Protecting your privacy is important to us. To assure you of the South Shore REALTORS® commitment to protecting your privacy, the following statement discloses the information gathering and dissemination practices for the Association website. All information acquired through orders is kept confidential and will not be disclosed to third parties except as may be required by law.

Personal information that can identify you, such as name and address, is collected only when voluntarily offered and solely for purposes that are clearly identified. Personal information is used to contact you when necessary and you may opt-out of receiving future mailings. If you supply your telephone number online, you may receive telephone calls with information regarding orders you have placed online, new products and services or upcoming events. If you supply your cell phone online you may receive texts identifying events you have signed up for, etc.

South Shore REALTORS® has technological and operational security functions in place to protect personally identifiable information from loss, misuses, alteration or destruction. Only authorized employees have access to the data you provide and that access is limited by need.

The Association website contains links to other sites. The South Shore REALTORS® is not responsible for the privacy practices or the content of such websites.

Please contact us if you have any changes to the information you have supplied the South Shore REALTORS® or if you would like to be removed from the email database.

This Privacy Policy may be updated or modified at any time without notice.

Refund Policies

- Refund Policy for CEU classes: A full refund will be given if the student cancels one week prior to the class start date. No-shows and late arrivals forfeit tuition.
- Refund Policy for Dues: Member dues are non-refundable and there is no provision for partial payment.
- Refund Policy for Association Events: A full refund will be given if the member cancels no later than one week prior to the event date. Event fees are non-refundable one week before the event.
- Return Policy for the Real Estate Store Merchandise: Merchandise (in its original condition) purchased from the real estate store may be returned for a full refund or exchanged within 90 days of purchase.

- Refund Policy for Sales and Broker Licensing Courses: A full refund will be given if the student cancels one week before the course begins. If the student cancels less than one week before the course begins, a course credit will be issued to the student. The student can use their course credit toward a future Pre-License Sales or Brokers course.
 - All 40 hours must be completed before taking the exam at the testing center. Our instructors are willing to work with one missed class and will offer a single class make-up session. If additional classes are missed the student must wait for the next class offering to complete the missed hours.

Cancellation Policy/Fee

Events requiring food and beverage service may require a cancellation fee if registration is not cancelled within seven (7) days of the event occurring. This fee will be implemented at the Board’s discretion. Cancellation of a registration can be done online or by calling the Association office and requesting staff cancel attendee registration.

Shipping Policy

Shipping Policy: USPS charges will be added to all shipped orders and are non-refundable. If you wish to make other arrangements, please contact the Association office with instructions. Orders can be paid for and picked up at the Association office upon request.

Pricing Information Please view items and prices for real estate forms, brochures, pamphlets, and merchandise on the REALTOR® Store page on the website.

Assignment of Intellectual Property Rights

The Association desires to retain all intellectual property rights in all projects in which Volunteers/Staff are involved or participate in. Upon agreeing to serve, all Volunteers irrevocably assign and transfer all copyright rights, other intellectual property rights and all actions and causes of actions related to the foregoing, and all damages, profits, and other recoveries related thereto, which may be created, had been created, developed, acquired or contributed during the course of the Volunteer Appointment. Volunteers and Staff agree and acknowledge that the Association will own all intellectual property rights associated with all works created during the course of the Appointment/Employment, and Volunteers/Staff shall not challenge or take any action inconsistent with such rights.

SECTION 9: CRISIS COMMUNICATION PLAN

Introduction

a. Purpose and Objectives

The South Shore REALTORS® (the Association) Crisis Communications and Management Plan (CCMP) was created so that in a crisis situation the Association staff and leaders will be equipped with a plan of action and a chain of command and will have helpful information readily available to communicate with staff, the members, the media and the public. The CCMP will serve as a guide for staff and leaders to follow in case of a crisis.

The CCMP includes identification of and responsibilities for crisis team members, key audiences and the plan for their notification, external crisis response procedures, the plan for the crisis communications control center, records preservation procedures, potential crisis situations, early warning procedures, the recovery plan, testing, training and the plan for revisions.

b. Definition of a Crisis

For the purposes of the CCMP, a crisis is defined as any unplanned event or circumstance that has the potential of disrupting the internal or external structure, procedures or image of the Association. Crises are characterized by their suddenness, uncertainty and time compression, which contribute to the stress of the situation. By anticipating potential crises through the CCMP, the Association staff and leaders will be better prepared to handle crises if and when they occur.

If there is any doubt to whether the Association is in a crisis situation, the crisis communications team leaders (Chief Executive Officer, President and President-Elect) should decide whether the situation is a crisis and whether the CCMP should be implemented.

c. Mission Statement

The purpose of this plan is to clearly communicate the Association's commitment to crisis management. The plan will involve the entire organization including the Officers, Board of Directors, staff and members themselves. The authority and structure is clearly laid out in this plan.

Basic crisis control steps include the following:

- Agree on crisis coordinator (i.e., CEO or CEO and CCMP team)
- Collect all facts before making a decision
- Define affected audiences
- Begin documentation
- Delegate responsibilities
- Contact authorities and legal counsel
- Assess severity of crisis
- Develop communications plan
- Avoid speculation and blame
- Address security (health, financial, morale, etc.)
- Educational efforts
- Cut losses and move on
- Perform post-crisis audit

Crisis Communication and Management Team Members

a. Purpose of CCMP Team:

A crisis communications and management team is named so that in the event of a crisis, a planning team of several individuals with specific responsibilities are aware of the plan and are prepared to respond. In a crisis situation, an organization does not want the full responsibility of responding to the crisis and communicating to the various publics to fall on any one individual. A team scenario will also allow the organization to respond in the event when one or more members of the team are unable to function in his or her designated capacity.

b. Responsibilities of Team Members

In case of a crisis, the CCMP team should assemble as quickly as possible and review the appropriate steps as detailed in the CCMP. The Chief Executive Officer should notify the crisis communications team when a crisis occurs. If the Chief Executive Officer is absent or injured or otherwise unable to perform her duties, the Communications Director (or another individual designated by senior management) should fulfill the duties of the Chief Executive Officer as described in the CCMP. If all team members are unable to assemble due to logistical reasons, a conference call should be held (if possible) to go over the plan of action.

It is important to remember that while team members have been given specific responsibilities, each member should be fully aware of everyone's role, in case a member is unable to carry out his or her duties.

The crisis communications and management team includes:

- Chief Executive Officer
- President
- President Elect
- Communications Director
- Programs Director
- Operations Director
- Membership Coordinator
- Administrative Coordinator

The Chief Executive Officer, the President, and the President-Elect are the team leaders. All other members of the crisis CCMP team report to the Chief Executive Officer, who is their superior. If the Chief Executive Officer is incapacitated during the crisis, the other two team leaders will direct the remaining team members (they may ask the Operations Director, Communications Director and/or the Education/Events Director to fulfill the Chief Executive Officer's responsibilities). The Communications Director is responsible for maintaining records of all events, including written, taped or photographed records. The Administrative Coordinator is responsible for answering the main telephone line immediately after the Chief Executive Officer declares the crisis. The Administrative Coordinator should also assist the Communications Director by recording all telephoned media inquiries, including date, time, questions and date and time of response.

c. Identification of Spokesperson

In non-crisis situations, the President is the primary spokesperson for the Association and the President-Elect serves as spokesperson if the President is unavailable. In a crisis, the President, President-Elect and Chief Executive Officer should select the most appropriate person to serve as spokesperson according to the nature of the crisis. In the event that the President, President-Elect and Chief Executive Officer are unable to perform their regular duties, the CCMP team will select an appropriate spokesperson.

The spokesperson should keep in mind the following tips:

- Deliver only the message that has been agreed upon by the CCMP team leaders.
- Just give the facts. Do not speculate.
- Do not place blame for the incident.
- Do not knowingly provide false information.

d. Crisis Communications and Management Team Directory and Flow Chart

The CCMP team directory (See Appendix A) should be reviewed and updated with each annual CCMP revision. Each member of the team should have a copy of the CCMP at their home(s).

Communicating to all Audiences

As stated earlier, communication is one of the most important steps in the successful handling of a crisis. When considering communications, it is important that team members take the necessary time to consider all obvious, as well as not so obvious, potential audiences. It is key that all information being released be factual and timely. Even the appearance that information is being withheld could be devastating, depending upon the nature of the crisis. The team members must ensure quick and effective communications with internal and external audiences.

Obviously, the audiences will change with each situation, but it is vital that the following questions be addressed. Once each has been addressed and the communications process has taken place, it is extremely important that quality follow-up is done. The team at this point must ask if each of their messages was received and understood. It will do no good to deliver a message which is either not heard or misinterpreted. The best plan will fall apart at this point.

In the time of a crisis, communicating, no matter how hard or trivial it may seem, is the one step in the process that either makes or breaks an organization in times of crisis. The team should go through the following series of questions during the first meeting of the crisis team. (See Appendix G for Sample Agenda)

a. Questions to be asked:

1. Who needs to know this information?
2. Who is responsible for communicating to those specific audiences?
3. Does each team member who is responsible for communicating to a particular audience have all the facts and fully understand the situation?
4. What exactly do we want to communicate to each particular audience?
5. What are the best avenues for communicating the message to the audiences?

List of Key Audiences and Plan for Notification

The audiences that may be affected by the crisis should be contacted immediately. These include:

a. Employees

If the crisis occurs during normal working hours, the Chief Executive Officer will notify staff members in person through an impromptu staff meeting. If the crisis occurs outside of normal working hours, the Chief Executive Officer will call all employees. The Staff will continue to perform regular duties unless otherwise directed by the Chief Executive Officer. Staff may be asked to work after hours during a crisis if the CCMP team deems it necessary. If questioned for information about the crisis, Staff members should remember that the designated spokesperson is the only person who can make an official statement about the crisis.

b. Board of Directors

As soon as the CCMP team has gathered and determined first action steps, the Chief Executive Officer will activate the phone tree (if appropriate) to contact the Board of Directors (see Appendix B). The phone tree message should be brief and should announce the name of the chosen spokesperson. In addition, an email with the same message will be sent to all members of the Board of Directors.

c. Members

After the appropriate message to the members (if necessary) is developed by the CCMP team leaders and the Communications Director, the Communications Director will post the message to the member page of the website. The Communications Director will also send out an e-mail blast to all members for whom the Association has current email addresses. The Communications Director will revise and resend messages as needed and as directed by the Crisis Communications Team Leaders.

d. Media

In a crisis, the media are the most important link to the public. Once the crisis team has met to assess the situation and formulate a statement, depending on the severity of the crisis, the media will be contacted by the Director of Communications via email or fax. (See Appendix C for an up to date list of media contact information and Appendix D for a fill-in-the blank press release that can be used in a crisis.)

The Communications Director will also post the message to the website. The Communications Director will revise and resend releases and update media information on the Web site as needed and as directed by the CCMP team leaders.

It is essential for the Communications Director to maintain open and frequent communications with the media during the crisis. If the Crisis Communications Team deems it appropriate, the Communications Director may offer to set up a room for the media to gather during the crisis.

e. Emergency Personnel and Local Officials

If the crisis requires aid from emergency personnel and/or local officials, the Operations Director will contact the appropriate people to alert them of the situation. (See Appendix E for a list of Emergency Personnel and Local Officials). If the crisis does not require such aid but warrants alerting officials, the Operations Director will do so.

If emergency personnel are required on-site during the crisis and the facility is safe and intact, the Operations Director may offer to set up a command center for the officials to gather. If the facility is not safe and intact, the Operations Director should arrange for a command center to be set up within a safe distance of the office. The Operations Director may ask for assistance or supplies from the Knights of Columbus and/or other neighboring businesses.

f. Public

After the appropriate message to the public (if necessary) is developed by the CCMP leaders and the Communications Director, the Communications Director will post the appropriate message to the website.

g. Contractors, Suppliers, Neighbors

If a crisis forces the office to close, Staff should meet to decide what vendors, contractors, neighbors, need to be notified and who will notify each. (See Appendix F.)

Community or External Crisis Response Plan

In the event of an external community or national crisis that affects normal business operations, the Association Staff, Board of Directors and members should show their united support as an organization and reach out to help those affected by the crisis. The Crisis Communications Team should assemble and decide which steps should be taken to show the Association’s support. If appropriate, the CCMP team may delegate responsibilities to the Community Services Committee.

Actions may include:

- o Organizing volunteers to help with recovery effort
- o Donating blood, food, clothing or supplies
- o Writing a letter of support/condolence/sympathy to the affected organization
- o Make a financial contribution to recovery operation
- o Allowing use of the Association’s facility to help with recovery effort

Internal Crisis

In the event of an internal crisis affecting normal business operations, the Association Staff will assess the situation to take appropriate action. If external audiences have an interest in the situation, a full disclosure should be made once the CCMP Team has met and formed a statement and a plan of action. Members should be updated by messages on the website and blast emails. The CCMP Team will also need to assess status of events taking place or in the planning that may be affected.

Crisis Communications Control Center

The main conference/classroom at the Association will serve as the crisis communications control center during a crisis if the room is accessible during the crisis. If for some reason the room cannot be used, alternative locations include the Knights of Columbus or a local business.

The crisis communications control center is the main room where the Crisis Communications Team will meet.

Records Preservation

If a crisis occurs, it is essential that the Association continue to function normally as an Association as soon as possible. Preservation of records before a crisis ensures an easy transition to normal business operations. The following records are critical to the continuing operation of the Association and should be protected by the designated Staff person:

RECORD

Computer network

Backed up nightly

STAFF PERSON RESPONSIBLE

Operations Director

Contract files

Backed up nightly (via network backup)

Operations Director

Insurance policies Backed up nightly (via network backup)	Chief Executive Officer
Bank and Investment information Including contact names, numbers, types of accounts	Operations Director
Employee records Backed up nightly (via network backup)	Chief Executive Officer
Computer equipment and software Audit and maintain regularly	Operations Director
Crisis Communications Plan Backed up nightly Copies distributed to each Staff member and Officer/Director	Communications Director

Potential Crisis Situations

The following is a list of potential crisis situations that could affect the Association. The list is by no means all-inclusive. It is simply to be used as a reference if and/or when a crisis occurs.

1. The President, President-Elect or Chief Executive Officer dies.
2. The President, President-Elect or Chief Executive Officer is involved in some type of scandal (such as abusing finances, sexually molesting a member or employee, making unethical political deals, etc.) that becomes public.
3. A disgruntled employee or member injures other employees or members on-site.
4. A natural disaster destroys the Association's building and/or property.

A. Crisis 1: The Association President, President-Elect or Chief Executive Officer dies.

The Association Bylaws (Article XI, Section 6) give the Board of Directors authority and responsibility to act as the governing body of the association. In the event of an accident leading to the death or incapacitation of the President, the President-Elect (or if he or she is unable, the Vice President) immediately takes office. If the President-Elect dies, the Vice President will perform the duties of the President-Elect. If the Chief Executive Officer dies, the Board will immediately search to find an appropriate replacement. Until a replacement is hired, the staff should handle their responsibilities as normally as possible and the President will appoint either the Communications Director or the Operations Director as Acting CEO or both as Co-CEOs.

In the event that the President, the President-Elect or the Chief Executive Officer dies, the following crisis communications plan should go into effect:

Affected Audiences:

- o Immediate family (if occurs during an Association meeting and family are not present)

- Association members
- Association Staff
- Prospective members
- Media
- Massachusetts Association of REALTORS® and other Massachusetts local REALTOR® Associations/Boards.

Recommended Action:

- The CCMP team should assemble immediately to determine the course of action.
- The team should select the most appropriate spokesperson for the situation.
- If the immediate family of the deceased officer is not aware of the death, one of the other two officers should call them immediately.
- If the President or President-Elect dies, the Chief Executive Officer should activate the phone tree to notify the Board of Directors and staff. If the Chief Executive Officer dies, the Communications Director should activate the phone tree.
- If the President dies, the Chief Executive Officer should notify the President-Elect immediately that he/she will immediately assume the President's role and responsibilities.
- If the President, President-Elect or Chief Executive Officer dies, one of the other two officers should call an emergency Board of Directors meeting to update them on the situation.
- If necessary, the Chief Executive Officer (or if the Chief Executive Officer is deceased, the Operations Director) should contact legal counsel and the MAR Legal Affairs Department.
- The Communications Director should write a press release about the officer's death and emphasize that the Association is still functioning normally.
- The Communications Director also should write a message from the President (or new President) to the members letting them know what has happened and what will take place next. Again, the message should be positive and emphasize that the Association is still functioning normally. The message should be emailed to the members and posted on the member page of the website.
- The CCMP team should meet regularly as needed.
- The Communications Director should maintain ongoing communications with the media and the members throughout the crisis to update those audiences on any decisions made or important developments in the situation.
- The Chief Executive Officer (or in the case of his/her death, the President) should notify MAR and other local REALTOR® Associations/Boards of the death.
- The Chief Executive Officer should maintain records of all events, including written, taped or photographed records

B. Crisis 2: The President, President-Elect or Chief Executive Officer is involved in some type of scandal (such as abusing finances, sexually molesting a member or employee, making unethical political deals, etc.) that becomes public.

The Association's leaders are to set examples of the highest ethical conduct in accordance with the Bylaws and the Code of Ethics. If for any reason, the President, President-Elect or Chief Executive Officer is suspected of unethical or scandalous behavior, the Board of Directors will investigate the situation and take action, as they deem appropriate (may call authorities if they believe the law was broken). The Board may decide to suspend or remove that person from office (authority given under Article XI, Section 8 of the Association Bylaws). The Board also has the authority to appoint a replacement to that office.

The following communications plan should go into effect in this scenario:

Affected Audiences:

- Immediate family
- Association members and Staff
- Prospective members
- Media
- MAR and other local REALTOR® Associations/Boards

Recommended Action:

- The highest-ranking officer not affected by the situation should call an emergency Board of Directors meeting to discuss the situation. The officer should read Article XI, Section 8 of the Association Bylaws to the Board. The Board should decide whether it wants to take action at this time.
- Once the Board decides whether or not to take action, the CCMP team should assemble to determine next steps.
- The CCMP team should select the most appropriate spokesperson for the situation.
- If necessary, the Chief Executive Officer (or Operations Director if the Chief Executive Officer is affected by the situation) should contact legal counsel and the MAR Legal Affairs Department.
- If the situation involves finances, the Chief Executive Officer (or Operations Director if the Chief Executive Officer is affected by the situation) should prepare for a potential audit and contact outside auditors.
- If the Board has taken action, the Chief Executive Officer should activate the phone tree to notify the staff. If the Chief Executive Officer is the one involved in the scandal, the Communications Director should activate the phone tree.
- The Communications Director should prepare a press release about the situation (and if the Board has taken action, the Association's plans for the replacement of the officer). If the situation remains within the association, then the release should not be sent out unless media contact the Association. If the situation is public, the release should be sent out immediately and posted on the website.
- If the Board has taken action to replace the Officer, the Communications Director should write a message from the President (or new President) to the members letting them know what has happened and what will take place next. The message should be positive and emphasize that the Association is still functioning normally. The message should be emailed to the members and posted on the member page of the website.
- If the Board has not taken action but the situation is becoming known among the members, the CCMP team should decide whether (or when) it is appropriate to send a message to the members about the situation. If so, the Communications Director should write a message from the President (or new President) to the members letting them know what has happened and what will take place next. The message should be positive and emphasize that the Association is still functioning normally. The message should be emailed to the members and posted on the member page of the website.
- The CCMP team should meet regularly as needed.
- The Communications Director should maintain ongoing communications with the media and the members throughout the crisis to update those audiences on any decisions made or important developments in the situation.
- The Operations Director should maintain records of all events, including written, taped or photographed records.

NOTE: If the Chief Executive Officer is involved in a scandal the President will immediately search to find an appropriate replacement. Until a replacement is hired, the staff should handle their responsibilities as normally as possible and the President will appoint either the Operations Director or the Communications Director as Acting CEO or Co-CEOs.

C. Crisis 3: A disgruntled employee or member injures other employees or members on-site.

Employees who have been released from their positions, on occasion, may become depressed and resentful. Likewise, Association members who have been reprimanded or who have had their memberships revoked (or refunds not granted) may become angry. If an unhappy employee, former employee, member or former member becomes hostile and injures other employees or members at the Association headquarters, the following procedures should be followed:

Affected Audiences:

- Immediate family
- Association Staff and members
- Families of the Association Staff and members
- Media
- MAR and other local REALTOR® Associations/Boards

Recommended Action:

- The Chief Executive Officer or any other staff member should immediately dial 911.
- The Chief Executive Officer should be responsible for contacting the proper authorities (i.e., President).
- If the Chief Executive Officer is the injured party, the Operations Director should fulfill his or her duties in this scenario.
- The CCMP team should assemble immediately to determine the course of action.
- The team should select the most appropriate spokesperson for the situation.
- The Chief Executive Officer or President should contact family members of the injured people and of the disgruntled employee/member.
- The Chief Executive Officer should activate the phone tree to notify the Board of Directors and Staff.
- The Communications Director should write a press release about the attack, giving the basic facts of what happened, what time, how many were injured and the location and being careful not to identify the attacker by name.
- The Communications Director also should write a message from the President to the members letting them know what has happened and what will take place next. The message should emphasize that the attack is being thoroughly investigated by the proper authorities and the association leaders and the Association will be taking measures to improve security. The message should also express sorrow for those injured or killed. The message should be emailed to the members and posted on the member page of the website.
- The CCMP team should meet regularly as needed.
- The Operations Director should contact legal counsel.
- The CCMP should plan to investigate how to improve security measures at the facility.
- The Communications Director should maintain ongoing communications with the media and the members throughout the crisis to update those audiences on any decisions made or important developments in the situation.

- The Chief Executive Officer should notify neighboring MAR and Local REALTOR® Associations/Boards of the attack.
- The Chief Executive Officer should maintain records of all events, including written, taped or photographed records.

NOTE: If the Chief Executive Officer is injured, the Operations Director and or the Communications Director as decided by the CCMP team should fulfill the duties of the CEO as described above.

D. Crisis 4: A natural disaster destroys the Association's building and/or property.

Natural disasters can occur at anytime without notice. In the event a natural disaster occurs that damages the Association headquarters and/or property so that business is disrupted, the following procedures should be followed:

Affected Audiences:

- Association members and Staff
- Families of Association Staff and members
- Media
- MAR and other Local REALTOR® Associations/Boards

Recommended Action:

- In the event of a fire, all staff and anyone else in the office/building will immediately evacuate the building and gather in the parking lot for further instructions.
- If emergency assistance is needed, the Chief Executive Officer should immediately dial 911.
- If there is not extensive damage to the office and/or building or potential danger to the occupants, the Chief Executive Officer should activate the phone tree to notify the Board of Directors and staff.
- If any staff members or members were injured by the natural disaster, the Chief Executive Officer should contact their family members.
- The Chief Executive Officer should assess the damage and facilitate immediate repairs. The Chief Executive Officer should determine if the office should be closed and for how long.
- All staff should work to restore files from the off-site backup location and to verify that the computer network and website are working properly.
- The Chief Executive Officer should be responsible for contacting the proper authorities.
- The Communications Director should work with the Operations Director to restore files from the off-site backup location and to verify that the computer network and website are working.
- The CCMP team should assemble immediately to determine the course of action. If the conference room is unavailable due to the damage, the team should assemble at one of the two alternative locations for the crisis communications control center listed on page 11. (Keep in mind that if the Association is one of many businesses affected by the natural disaster, extensive outgoing communications may be unnecessary.)
- The CCMP team should select the most appropriate spokesperson for the situation.
- The Communications Director should write a press release about the natural disaster's effects on the Association's continuance of business, giving the basic facts of what happened, what time, how many (if any) were injured and an estimated time

- or date when business will resume. The release should be sent to the media and posted on the website.
- The Communications Director also should write a message from the President to the members letting them know what has happened and when business is expected to resume. The message should emphasize that every effort is being made to repair the building and/or property as quickly as possible so that business can resume. The message should be emailed to the members and posted on the member page of the website.
 - The CCMP team should meet regularly as needed. Include computer consultant and Internet service provider as needed.
 - Those responsible for records preservation should verify that records have been protected.
 - The Communications Director should maintain ongoing communications with the media and the members throughout the crisis to update those audiences on any decisions made or important developments in the situation.
 - If necessary, the Operations Director should retrieve the building's insurance policy from the backup server files.
 - The Chief Executive Officer should notify MAR and other Local REALTOR® Associations/Boards of the natural disaster's effect on the Association.
 - The Chief Executive Officer should maintain records of all events, including written, taped or photographed records.

NOTE: If the Chief Executive Officer is absent or injured, the Operations Director and/or the Communications Director as decided by the CCMP team should fulfill the duties of the Chief Executive Officer as described above.

Recovery Plan

After the crisis has been resolved, the Crisis Communications Team should meet to determine the course of action for the recovery so business can resume as closely to normal as possible. The team leaders should consider recovery efforts for all areas affected by the crisis (legal, business, financial, as well as physical and mental recovery for the staff and members). Depending on the crisis, the following actions may need to be taken:

- The Crisis Communications Team Leaders should work with the Communications Director to send out necessary communications to staff, members and the media about recovery efforts. Include legal counsel as needed.
- If the building is severely damaged and business is impeded, the team leaders and the Operations Director should plan for a temporary location for business operations until the proper repairs are made.
- The Operations Director should contact outside vendors and contractors and arrange for a hold on services or delivery of services to a temporary location.
- The Operations Director should take photos or video of the damaged building, review the Association's insurance policies, contact professionals to make necessary repairs and file the appropriate claims. He/she may also need to meet with the insurance agent to update the policies.
- The Operations Director should take a thorough assessment of the damage and facilitate quick replacement of equipment and supplies that were damaged or lost.
- If a MAR officer has been replaced because of the crisis, the Chief Executive Officer should oversee the transition and help the replacement officer get adjusted to his or her new responsibilities. If the Chief Executive Officer has been replaced, the President and Board of Directors should guide the replacement in the transition.
- The Operations Director should make sure Staff counseling is available if needed.

- The Chief Executive Officer should meet individually with Staff members as needed to arrange flexible/reduced work hours, salary continuation and child support services.
- The Operations Director should maintain records of all events, including written, taped or photographed records.

Revising the Plan

The Communications Director and Chief Executive Officer should review and revise the plan as needed each year. The Communications Director should consider the following when revising the plan:

- Updating Crisis Communications Team directory
- Updating names of officers
- Adding crisis examples if necessary
- Updating records preservation list
- Updating media contacts
- Updating fill-in-the-blank news release
- Updating page numbers in the table of contents and throughout
- Any recommended additional revisions

2018 Crisis Communications Team Directory

Chief Executive Officer: Rachel Tristano

Work Phone: 781-826-5139

Cell Phone: 708-567-1376

Email: tristano@southshorerealtors.com

President: Stephen Damon

Work Phone: 508-697-8300

Cell Phone: 508-962-4255

Email: s-damon-re@outlook.com

President-Elect: Christine Silva

Work Phone: 508-747-7755

Cell Phone: 508-922-7080

Email: christine.silva@raveis.com

Communications Director: Jean Sawtelle

Work Phone: 781-826-5139

Cell Phone: 339-793-3136

Email: jsawtelle@southshorerealtors.com

Education and Events Director: Susan Marques

Work Phone: 781-826-5139

Cell Phone: 781-975-1076

Email: smarques@southshorerealtors.com

Operations Director: Eugenie King

Work Phone: 781-826-5139

Cell Phone: 617-549-5287

Email: gking@southshorerealtors.com

Membership Coordinator: Bonnie Bowler

Work Phone: 781-826-5139

Cell Phone: 781-254-1706

Email: bbowler@southshorerealtors.com

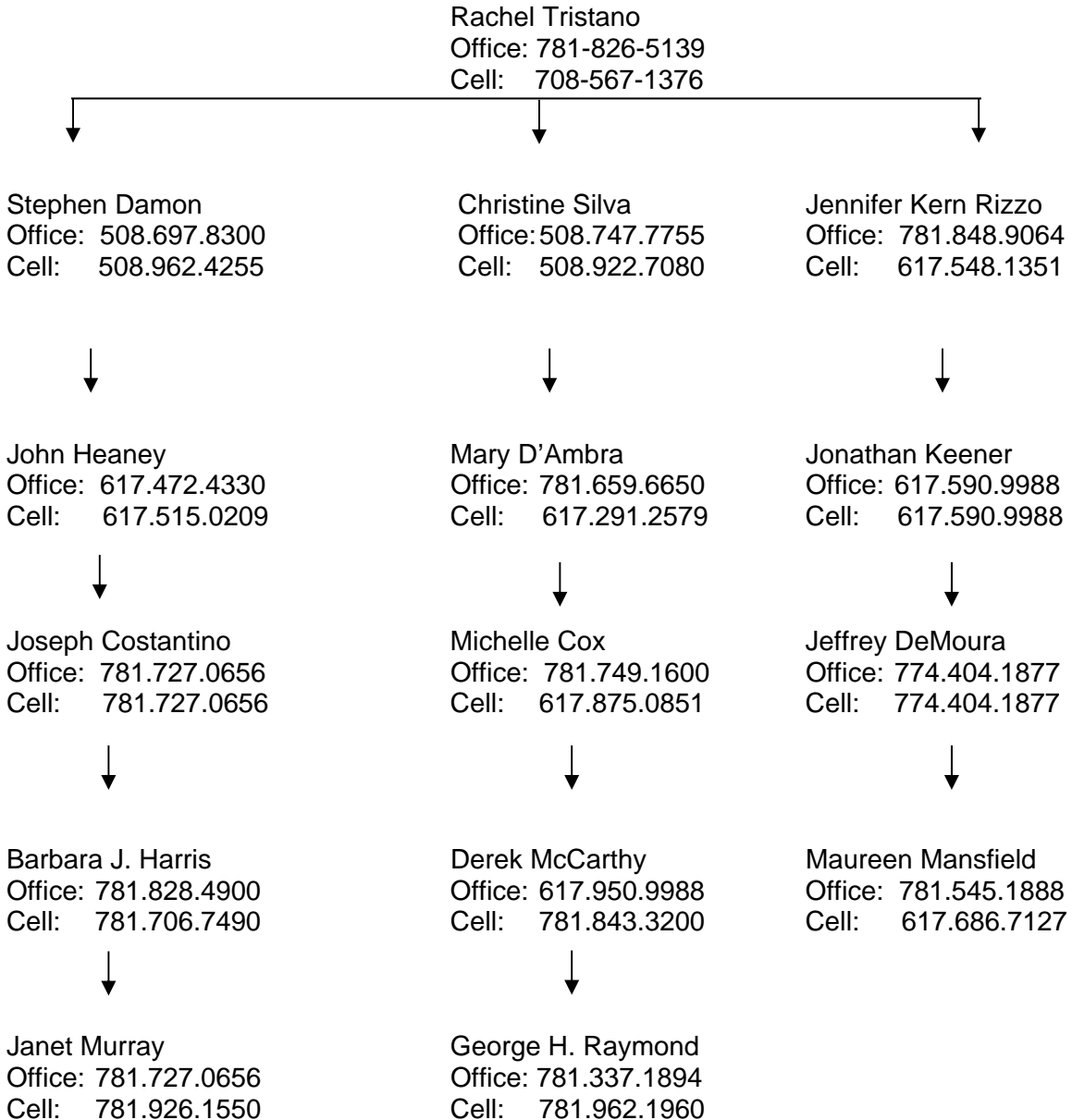
Administrative Coordinator: Stephanie Gillis-Thurstone

Work Phone: 781-826-5139

Cell Phone: 508-525-2104

Email: sgillis-thurstone@southshorerealtors.com

Phone Tree



Media Contacts

Banker & Tradesman

Contact: Terry Egan 617-428-5100 Email: editorial@thewarrengroup.com

Boston Globe

Email: SoWeek@Globe.com

Community Newspapers (Mariner)

Contact: Paula Woodhull Email: pwoodhull@cnc.com

Cranberry Coast Homes

Contact: Beth Doyle, Editor Email: newsroom@mpgnews.com

Enterprise Newspaper Email: newsroom@enterprisenews.com

Old Colony Memorial Newspaper

Contact: Beth Boyle, Cranberry Coast Homes Editor Email: newsroom@mpgnews.com

The Patriot Ledger

Contact: John Estrella, Business Editor 617-786-7087 Email: estrella@ledger.com

Fill-in-the-blank News Release

For use on the Association letterhead, the Association news release template or the Association website.

FOR IMMEDIATE RELEASE

Contact:
Jean Sawtelle
Communications Director
781-826-5139
Jsawtelle@southshorerealtors.com

HEADLINE

DATELINE – The South Shore REALTORS® (the Association), a local professional trade organization with over 3,000 members, has experienced (WHAT) (WHEN) (WHERE).

(WHAT) began (HOW) and (HOW MANY STAFF MEMBERS OR MEMBERS WERE AFFECTED). (NAME AND TITLE OF SPOKESPERSON) expects the situation to be resolved (WHEN) and says that normal business operations will resume (WHEN).

The South Shore REALTORS® is a professional trade organization consisting of over 3,000 members working in all facets of the real estate industry. It encompasses 24 communities from the Neponset Bridge to the Cape Cod Canal. The Association is led by a 14-member Board of Directors and has a full-time staff of 6 working at its headquarters at 48 Schoosett Street, Pembroke. REALTOR® is a registered trademark that may only be used by real estate professionals who are members of the National Association of REALTORS® and subscribe to its strict Code of Ethics.

For regular updates about (WHAT), go to www.southshorerealtors.com.

Sample Meeting Agendas and Minutes

The Association provides meeting agenda and minutes templates for staff liaisons and Committee & Task Force Leaders use.

- A. ROLL CALL
- B. REVIEW WHAT HAS OCCURRED (approve minutes if needed)
- C. NAME AUDIENCES AFFECTED
 - 1. Staff
 - 2. Membership
 - 3. Potential members
 - 4. Family members
 - a. Staff
 - b. Membership
 - 5. General public
 - 6. Other
- D. REVIEW COMMUNICATION RESPONSIBILITIES (could be 1 person or more)
 - 1. Responsible for communicating to staff
 - 2. Membership
 - 3. Potential members
 - 4. Family members
 - a. Staff
 - b. Membership
 - 5. General public
 - 6. Other
- E. WHAT IS OUR MESSAGE
 - 1. Clearly brief spokespersons in writing on the message to the various audiences
- F. COMMUNICATION OUTLETS
 - 1) Newspaper
 - 2) Email
 - 3) Word of mouth
 - 4) Trade publications
 - 5) MAR publication
 - 6) Other

SECTION 10: Professional Standards Local Options

ADOPTED BY THE BOARD OF DIRECTORS
OF THE SOUTH SHORE REALTORS®
OCTOBER 18, 2017

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Areas of *the Code of Ethics and Arbitration Manual* Requiring Board/Association Action: The following provisions of this Manual are referenced to assist Boards

and Associations in adapting the Manual to conform to local policy and comply with state law.

Fill in the name of the Board or Association in:

- Section 1(b) and 26(b), *Definitions*
- Section 13(b), *Power to Take Disciplinary Action*
- Section 46, *Duty to Arbitrate Before the State Association*
- Section 56, *Enforcement*

Fill in the name of the Board or Association and decide if the Hearing Panel chair or the Professional Standards Committee chair will rule on postponement requests in:

Part Five and Part Twelve

Conduct of an Ethics Hearing with related procedures and outlines *Conduct of an Arbitration Hearing* with related procedures and outlines

Part Six and Part Thirteen

Specimen Forms

Part Fourteen

State Association Professional Standards Committee, Ethics and Arbitration Proceedings Duty to Arbitrate Before State Association

ADOPTED: The Hearing Panel Chair will rule on postponement requests.

Statements of Professional Standards Policy

#3. *Circumstances under which arbitration is contingent upon the REALTOR®'s voluntary participation.* Establish whether voluntary arbitration will or will not be provided as a service. Also, see Section 44, *Duty and Privilege to Arbitrate*, specifying whether voluntary arbitration will be provided in (4), (5), and (6).

Voluntary types of arbitration:

(4) Realtors® who are or were affiliated with the same firm shall have the same right to invoke the arbitration facilities of the Board, provided each party voluntarily agrees to the arbitration in writing and the Board finds the matter properly subject to arbitration in accordance with the provisions of **Part Ten**, Section 45 of this Manual. This privilege as stated applies to disputes arising when the parties are or were affiliated with the same firm, irrespective of the time request is made for such arbitration. *(Amended 11/95)*

ADOPTED: That the Association offer voluntary arbitration as a service.

(5) A Realtor® principal may invoke the arbitration facilities of his Board with a nonmember broker, provided each party agrees in writing to the arbitration and provided the Board finds the matter properly subject to arbitration in accordance with the provisions of **Part Ten**, Section 45 of this Manual. However, it shall be optional with the member as to whether he will submit to a claim to arbitration with a nonmember broker who is not an MLS Participant. A nonmember broker who is not an MLS Participant or nonmember salesperson may invoke the arbitration facilities of the Board of Realtors® in cases where they believe they have an arbitrable dispute with a Realtor®. Under these circumstances, Realtors® are not required to agree to or participate in arbitration. *(Amended 11/12)*

ADOPTED: That the Association offer voluntary arbitration as a service only when mediation has not been successful, requiring \$250 non-refundable deposits from both parties.

(6) Business disputes between a Realtor® principal and a customer of the Realtor® principal may be arbitrated by the Board if a written contractual relationship has been created by a Realtor® principal between a customer and a client and provided all parties to the dispute (i.e., the customer and the Realtor®) agree in writing to arbitrate the dispute. (*Amended 11/95*)

ADOPTED: That the Association provide mediation and arbitration (requiring a \$250 non-refundable deposit from both parties.

#25. *Expenses related to conduct of hearings by multi-board or regional grievance committee or professional standards committee. This issue is handled per the Interboard Cooperative Professional Standards Agreement (drafted by MAR) signed by the local Realtor® Associations in Massachusetts.*

Part Fourteen, State Association Professional Standards Committee, Expenses of Hearings Conducted by State Association.

#33. *Use of panels in place of board of directors. Specify what matters, if any, will be considered by panels of Directors and the composition of such panels. Also decide whether core Grievance Committee functions will be delegated to a panel of the Association's Professional Standards Committee, eliminating the need for a standing Grievance Committee. Also, see Section 13(b), Power to Take Disciplinary Action; Section 19(c), Appeals from the Decision of the Grievance Committee Related to an Ethics Complaint; Section 42(c), Appeals from the Decision of Grievance Committee Related to a Request for Arbitration; Section 20(c) and (d), Initiating an Ethics Hearing; Section 23, Action of the Board of Directors; Sections 24 and 49, Initial Action by Directors; Sections 25 and 50, Preliminary Judicial Determination Prior to Imposition of Discipline; Section 45, Board's Right to Decline Arbitration; Section 47(c), Manner of Invoking Arbitration; Section 55, Request for Procedural Review by Directors; Part Fourteen, State Association Professional Standards Committee, Composition of Hearing Panels and Appellate or Review Panels.*

ADOPTED: The Association use panels of five members trained in Professional Standards to act on behalf of the Board of Directors in Professional Standards matters of all types.

Part Eleven, Interboard Arbitration Procedures, Costs of Arbitration.

This issue is handled per the Interboard Cooperative Professional Standards Agreement (drafted by MAR) signed by the local Realtor® Associations in Massachusetts.

Part One and Part Seven: General Provisions

Sections 6 and 31, *Conduct of Hearing*. Clarify whether the parties may or may not record the proceeding if your association does not use a court reporter. If your association does use a court reporter, the association must allow parties to record the proceeding.

ADOPTED: Parties may NOT record the proceeding.

Part Two and Part Eight: Membership Duties and Their Enforcement

Sections 15 and 38, *Grievance Committee*, and Sections 16 and 39, *Professional Standards Committee*. Specify the number of members on each committee and how the chairpersons will be selected.

ADOPTED: The Professional Standards Committee have unlimited members with the Chair and Vice Chair (if applicable) and Members appointed for a term of one year by the President and approved by the Board of Directors. The Grievance Committee be comprised of a minimum of eight (8) members with the Chair and Vice Chair (if applicable) and members appointed for a term of one year by the President and approved by the Board of Directors.

#45. *Publishing the names of Code of Ethics violators*. Determine whether the board will or will not publish violators' names.

ADOPTED: The Association will NOT publish violators' names.

Part Three and Part Nine: The Grievance Committee Sections 17 and 40, *Authority*. Specify how many members will serve on the committee and how the chairperson will be selected. **See Recommendation for Part Two and Part Eight (above).**

Part Four: The Ethics Hearing

Section 14, last paragraph, *Discipline*. Board of Directors to determine in advance the Board's policy concerning if, and under what circumstances, an administrative processing fee will be imposed. Also determine amount.

ADOPTED: An administration processing fee of \$200 will be charged upon the second request for a hearing to be rescheduled.

Section 20(f– q), *Initiating an Ethics Hearing*. Determine if the optional provisions in subsections f– q will be adopted.

(f) Any person, whether a member or not, having reason to believe that a member is guilty of any conduct subject to disciplinary action, may file a complaint in writing with the Professional Standards Administrator, dated and signed by the complainant, stating the facts on which it is based (Form #1, Complaint, **Part Nine**); provided, however, that the complaint must be filed within one hundred eighty (180) days after the facts constituting the matter complained of could have been known in the exercise of reasonable diligence.

(Revised 11/97)

ADOPTED: Yes

(g) Any complaint alleging a violation of the Code of Ethics by a Board Member or by any other person subject to the disciplinary authority of the Board, will be scheduled for review by the Grievance Committee (or by a panel thereof) at the next regular meeting. It will be a matter of local determination whether responses will be sought or accepted in instances where these optional enforcement procedures are utilized. *(Revised 11/04)*

ADOPTED: Yes

(h) If the Grievance Committee concludes that the complaint is vague, overly general, does not allege violations of specific Article(s), or is otherwise insufficient on its face, the complaint shall be referred back to the complainant accompanied by the Grievance

Committee's initial conclusions. The complainant shall be free to refile an amended complaint.

ADOPTED: Yes

(i) If the Grievance Committee concludes that the allegations in the complaint, if taken as true, could not support a finding that the Code of Ethics had been violated, then the complaint shall be dismissed and the complainant advised of the dismissal and of their right to appeal the dismissal to the Board of Directors using Form #E-22, Appeal of Grievance Committee (or Hearing Panel) Dismissal of Ethics Complaint. The complaint and any attachments to the complaint cannot be revised, modified, or supplemented. The complainant may, however, explain in writing why the complainant disagrees with the Grievance Committee's conclusion that the complaint should be dismissed. *(Revised 5/06)*

ADOPTED: Yes

(j) If the Grievance Committee concludes that the complaint alleges conduct which, if taken as true, could support a possible violation of the Code of Ethics, then staff or counsel, or in the absence of staff or counsel, the Grievance Committee Chairperson will ascertain whether or not there were any prior violations of the Code of Ethics in the past three (3) years. The complaint will then be sent to the respondent together with a response form (Form #E-20, Notice to Respondent [Ethics] and Optional Waiver of Right to Hearing), which will advise the respondent of the complaint; which will ask the respondent of the Code of Ethics by any Board within the past three (3) years; which will give the respondent an opportunity to waive the right to a hearing by acknowledging the conduct alleged in the complaint and by agreeing to accept discipline which will not exceed a fine in excess of \$15,000 or suspension for a period of thirty (30) days should a violation of the Code ultimately be determined. Any response provided cannot contest the facts stated in the complaint but may offer information in mitigation of any discipline that might be imposed. *(Revised 05/14)*

ADOPTED: No

(k) Alternatively, the respondent has the right to a hearing pursuant to the procedures established in **Part Four** of this Manual. (l) If the respondent does not acknowledge the conduct alleged in the complaint or waive the right to a hearing, or does not respond within ten (10) days from transmittal of the complaint, a hearing shall be scheduled in the manner provided for in Section 21, Ethics Hearing, beginning with the five (5) day deadline for the Professional Standards Committee chair to select a hearing date. *(Revised 5/16)*

ADOPTED: Yes

(l) If the respondent does not acknowledge the conduct alleged in the complaint or waive the right to a hearing, or does not respond **within ten (10) days** from transmittal of the complaint, a hearing shall be scheduled in the manner provided for in Section 21, Ethics Hearing, beginning with the five (5) day deadline for the Professional Standards Committee chair to select a hearing date. *(Revised 5/16)*

ADOPTED: Yes

(m) If the respondent waives the right to a hearing and acknowledges the conduct alleged in the complaint, such elections will be affirmatively indicated on the response form which shall be returned to the Grievance Committee Chairperson (or staff or counsel) within ten (10) days from transmittal of the complaint to the respondent. The Grievance Committee Chairperson (or staff or counsel) will verify the respondent's assertions as to prior violations in the past three (3) years. In the absence of any prior violation within the past three (3) year

period, the complaint will be referred to a panel of the Professional Standards Committee for consideration within thirty (30) days. The panel shall be appointed pursuant to the procedures established elsewhere in this Manual. *(Revised 11/14)*

Not Applicable: Section j prevents the option to waive the right to a hearing from the Association's Professional Standards Policy.

(n) The panel of the Professional Standards Committee will meet in executive session. Neither the complainant nor the respondent will be present. Board staff and counsel will be present as deemed necessary by the Chairperson. The initial question to be determined by the panel will be whether the allegations in the complaint, as acknowledged and agreed to by the respondent, support a violation of one or more of the Articles of the Code of Ethics. The panel shall prepare a brief, concise decision which shall include findings of fact, conclusions, and a recommendation for discipline if a violation is found. Discipline that may be imposed, if a violation is determined, may only include one or more of the following: letter of warning or reprimand, mandatory attendance at a relevant educational program, suspension for thirty (30) days, or a fine not in excess of \$15,000. In addition to imposing discipline, the Hearing Panel can also recommend to the Board of Directors that the disciplined member be put on probation. Probation is not a form of discipline. *(Revised 11/14)*

ADOPTED: Yes

(o) The decision of the panel will be filed with the Professional Standards **Administrator the day of the hearing, or no later than forty-eight (48) hours following the hearing.*** The procedures for dissemination of the decision shall be those in Section 22(b), Decision of a Hearing Panel. Appeals of decisions shall be pursuant to Section 23, Action of the Board of Directors, of this Manual. *(Revised 11/14)*

ADOPTED: Yes

(p) The expedited Code enforcement procedures established in the *Code of Ethics and Arbitration Manual* are available only to Realtors® holding primary or secondary membership in the Board enforcing the Code or other membership duties and are not available to Realtors® who become subject to the Code of Ethics or other membership duties pursuant to their participation in or access to MLS under board of choice. *(Adopted 11/96)*

ADOPTED: No

(q) Where an ethics complaint names more than one respondent, the expedited Code enforcement procedures are available only when all respondents are eligible and all respondents elect to utilize these procedures. *(Adopted 11/98)*

ADOPTED: No

Section 21(e), *Ethics Hearing*, and Section 51(b), *Arbitration Hearing*. Specify when the respective Hearing Panels will be provided with ethics complaints and arbitration requests.

ADOPTED: Professional Standards Hearing Panelists will be provided with complaints/requests and responses once a hearing is scheduled.

ADOPTED: Grievance Committee will be provided with complaints/requests and responses at the scheduled meeting(s).

Section 22(a), *Decision of Hearing Panel*. Determine if ethics decisions presented to the Directors for ratification will or will not include the names of the parties.

ADOPTED: Decisions will NOT include names of the parties.

Section 23(b) and (m), *Action of the Board of Directors*. Decide if panels will act on behalf of your Board of Directors.

ADOPTED: Yes.

Section 23(c), *Action of the Board of Directors*. Establish the amount of appeal deposit, if any, and decide if panels will act on behalf of the Board of Directors.

RECOMMENDATION: The amount of the appeal deposit will be \$250 and be non-refundable. Yes, a panel may act on behalf of the Board of Directors.

Section 23(n), *Action of the Board of Directors*. Determine if names will be published if respondent violates the Code of Ethics twice within three years.

ADOPTED: Names will not be published.

Part Ten: Arbitration of Disputes

Section 47(a– c), *Manner of Invoking Arbitration*, and Section 48(a) and (b), *Submission to Arbitration*. Specify the amount of deposit; the number of days the Grievance Committee has to review a request; and select one of the three options regarding signed agreements and deposits.

47(a) Any person authorized by the provisions of **Part Ten**, Section 44 of this Manual may request arbitration by the Board. A request for arbitration shall be in writing (Form #A-1 or #A-2, Request and Agreement to Arbitrate, **Part Thirteen**, or any other appropriate form permitted by law), must be signed by the complainant, must indicate the nature of the dispute and the amount in dispute, and must be accompanied by the required deposit of \$. ** Requests for arbitration must be filed within one hundred eighty (180) days after the closing of the transaction, if any, or within one hundred eighty (180) days after the facts constituting the arbitrable matter could have been known in the exercise of reasonable diligence, whichever is later. Boards may provide mediation even if arbitration has not been requested provided the mediation is requested within one hundred eighty (180) days after the closing of the transaction, if any, or within one hundred eighty (180) days after the facts constituting the arbitrable matter could have been known in the exercise of reasonable diligence, whichever is later. (*Revised 11/00*)

ADOPTED: A \$250 deposit will be required from both parties. If mediation is attempted but unsuccessful and it goes to Arbitration, both deposits are non-refundable. If mediation is not attempted and a hearing is required both deposits are non-refundable. If mediation is successful, both parties will be refunded their deposit.

47(b) The Professional Standards Administrator shall promptly refer the request for arbitration to the Chairperson of the Grievance Committee for determination by the Committee within ____ days as to whether the matter is subject to arbitration. (*Revised 11/98*)

ADOPTED: The Grievance Committee be given up to 30 calendar days to review an arbitration request.

The Grievance Committee may request the party(ies) named as respondent(s) in the request for arbitration to provide the Grievance Committee with a written response to the request for arbitration within 10 days only if the committee is in need of additional information pertaining to the questions in Section 42, Grievance Committee's Review and Analysis of a Request for Arbitration, and the complainant cannot provide such information. (See Form #A-5, Grievance Committee Request for Information [Arbitration Request] and

Form #A-6, Response to Grievance Committee Request for Information, **Part Thirteen** of this Manual.) If no response is filed within fifteen (15) days from transmittal of the request for the response, the Grievance Committee shall make its determination as to whether an arbitration hearing should be scheduled based upon the information set forth in the request for arbitration. *(Revised 11/15)*

ADOPTED: That fifteen (15) calendar days be provided for a written response to a request.

47(c) If the Grievance Committee finds the matter properly subject to arbitration, the Chairperson shall refer it back to the Professional Standards Administrator with instructions to arrange a hearing, notifying the parties of the Grievance Committee's decision, informing the parties as to whether the arbitration is mandatory or voluntary (and, if voluntary, of the date certain by which the respondent is requested to inform the Board of his decision) and informing the parties of their ability to challenge the classification (see Section 45[d], Board's Right to Decline Arbitration). The Professional Standards Administrator or Chairperson shall select a hearing date which will be transmitted to the parties within five (5) days of transmittal of the Grievance Committee's decision. The Professional Standards Administrator shall also notify the respondent within five (5) days of receipt of the Grievance Committee's instructions by transmitting a copy of the request for arbitration, the Notice to Respondent (Arbitration) (Form #A-3), and two (2) forms for response (Form #A-4, Response and Agreement to Arbitrate, **Part Thirteen**), with directions to complete and return the written response and deposit amount of \$250.00* within fifteen (15) days from the date of transmittal of the request for response to the respondent. The Professional Standards Administrator shall within five (5) days of transmittal of the Grievance Committee's decision transmit to each of the parties a list of names of members of the Professional Standards Committee (see **Part Seven**, Section 27, (a) through (f), Qualification for Tribunal; **Part Thirteen**, Form #A-7, Notice of Right to Challenge Tribunal Members; and Form #A-8, Challenge to Qualifications by Parties to Panel Members). The respondent's response and affirmative claim shall be transmitted to the complainant not later than five (5) days after receipt. Within five (5) days from the date the challenge forms are due (forms due within ten [10] days from the date the list of names was transmitted), the Professional Standards Committee Chairperson shall appoint from the names not successfully challenged by either party three (3) or more arbitrators who will hear the dispute. The Chairperson shall also select one of the panel members to serve as Chairperson of the Hearing Panel. Any Hearing Panel must have an odd number of members. At least two (2) shall be Realtors®, and in the event a Realtor® other than a principal has invoked the arbitration through the Realtor® principal, or is affiliated with the respondent, and has a vested interest in the outcome of the proceeding, one (1) of the arbitrators must be a Realtor® other than a principal. It shall be a membership duty of anyone so appointed to serve as an arbitrator unless disqualified. The Professional Standards Committee Chairperson shall select the Chairperson of the Hearing Panel, who shall possess the powers of the neutral arbitrator within the meaning of the South Shore Realtors® arbitration statutes.** A party will be deemed to have waived all objections to any person whose name he does not challenge. If challenge to members of the Professional Standards Committee results in an insufficient number of members to constitute a panel, the President may appoint other qualified Board Members to serve as panel members. No arbitration may proceed without three (3) or more arbitrators not disqualified pursuant to **Part Seven**, Section 27, Qualification for Tribunal. *(Revised 05/15)*

ADOPTED: A \$250 deposit will be required from the respondent.

48(a) Submission of a dispute to arbitration by the Board shall consist of signing and delivering to the Professional Standards Administrator either a request or response form provided by the Board (Form #A-1 or #A-2, Request and Agreement to Arbitrate, or Form #A-4, Response and Agreement to Arbitrate) or any similar writing permitted by law and making the appropriate deposit of \$250.00 (not to exceed \$500).** Agreements to arbitrate are irrevocable except as otherwise provided under state law. *(Revised 5/01)*

ADOPTED: A \$250 deposit will be required.

NOTE: The circumstances under which Member Boards may conduct arbitration will vary based upon state arbitration other statutes and case law. Member Boards should consult with Board or State Association legal counsel and select the appropriate procedure from those listed below as Options #1, #2, and #3. No arbitration hearing may be held in the absence of the complainant, and no award may be rendered without a hearing on the merits. *(Revised 11/91)*

In any instance where arbitration has been conducted and an award rendered under Option #2 or #3 of this Section; where the amount requested by the party initiating the arbitration has been awarded; and where the respondent has failed to make the specified deposit, it shall be the responsibility of the respondent to pay an amount equal to the deposit to the Board within ten (10) days of receipt of notice from the Board requesting payment. Where the respondent has not made the deposit and a partial award is made, the respondent shall pay to the Board an amount to be determined by the Hearing Panel that will not exceed the deposit originally made by the complainant. Failure to make such payment on a timely basis, upon receipt of a request from the Board, shall be treated in the manner specified in the Board's bylaws for failure to satisfy financial obligations to the Board. *(Adopted 5/88)*

Option #1

(b) Arbitration shall not proceed unless the signed Response and Agreement Form (**Part Thirteen**, Form #A-4) and deposit amount have been received from the respondent and the respondent appears and takes part in the hearing *(Revised 11/05)*.

Option #2

(b) In the event the respondent fails to sign and return the Response and Agreement Form (**Part Thirteen**, Form #A-4), or fails or refuses to make the required deposit, arbitration may proceed, and a valid award may be rendered if the respondent appears and takes part in the hearing. NOTE: This option may be adopted only where state law permits arbitration to proceed in the absence of signed arbitration agreements. The advice of legal counsel should be obtained to determine whether Board membership creates an enforceable obligation to arbitrate under the circumstances established in **Part Ten**, Section 44 of this Manual.

ADOPTED: Option #3

(b) In the event the respondent fails or refuses to sign the Response and Agreement Form (Part Thirteen, Form #A-4), fails or refuses to make the required deposit, or fails or refuses to take part in the arbitration hearing, the arbitration hearing may be scheduled and conducted in the absence of the respondent.

Section 54, *Cost of Arbitration*. Determine if the arbitration filing fee of the prevailing party is to be returned and, if there is a split award, if the parties may receive a portion of their deposits back as determined by the arbitrators.

ADOPTED: If mediation is successful, both parties receive their deposit back. If mediation is unsuccessful and a hearing is held, both deposits are non-refundable. If mediation is not attempted and a hearing is held, both deposits are non-refundable.

Also, determine whether the association will refund all or part of parties' arbitration filing deposits if the dispute is resolved through mediation.

ADOPTED: If the award was split by a panel and mediation was attempted but unsuccessful neither party receives any of their deposit back. If the award was split by a panel and mediation was not attempted neither party receives any of their deposit back.

Decide if the association will provide parties with an opportunity to settle immediately prior to executive session and, if so, if the parties settle what portion, if any, of their arbitration filing fees will be returned.

ADOPTED: The opportunity to settle immediately prior to executive session will be provided. Filing fees will not be returned to either party.

Section 55(a), *Request for Procedural Review by Directors*. Determine whether the Board will require a deposit to file a procedural review request and, if so, what the amount of the deposit will be.

ADOPTED: That a \$250 deposit be required to file a procedural review request. The deposit will be returned if a procedural error was made that leads to a new hearing.

Section 55(c), *Request for Procedural Review by Directors*. Determine if the procedural review will be heard by the full Board of Directors or a subset thereof.

ADOPTED: Procedural reviews may be heard by a panel of 5 (five) Directors.

Appendix I to Part Ten, *Arbitrable Issues*. Determine what, if any, non-arbitrable disputes may be mediated.

ADOPTED: Non-Arbitrable Issues will not be mediated.

Appendix VI to Part Ten, *Mediation as a Service of Member Boards*.

Determine whether the Board will require Realtor[®] (principals) to mediate otherwise arbitratable disputes pursuant to Article 17. Requiring Realtors[®] to mediate otherwise arbitratable disputes requires establishment of an affirmative obligation in the Board's governing documents. Enabling model bylaw provisions can be found at www.nar.realtor (see Model Bylaws).

ADOPTED: That mediation NOT be required of Realtor[®] principals.

Also, decide if the Board will offer disputing parties an opportunity to mediate prior to an arbitration request being filed.

ADOPTED: That the Ombudsman Program Services will be offered prior to an arbitration request being filed and when an arbitration request is forwarded to a hearing mediation will be offered.

Part Eleven: Interboard Arbitration Procedures

Establish a filing fee for interboard arbitration. Establish the number of days after the Hearing Panel is formed that the Secretary must send a copy of the arbitration request to the respondent. Clarify whether a party may or may not tape record the proceeding. – previously addressed earlier in the local options.

This is established per the MA Interboard Agreement (currently \$500) and parties may not tape proceedings.

Part Five and Part Twelve: Conduct of an Ethics or Arbitration Hearing

Decide if the Hearing Panel Chair or the Professional Standards Committee Chair rules on postponement requests. Done previously. Clarify whether a party may or may not record the proceeding. Done previously.

Part Six and Part Thirteen: Specimen Forms

Form #E-4, **Grievance Committee Request for Information (Ethics Complaint)**. Specify the number of days a respondent has to submit a response and the number of copies required (should be consistent with Section 21(a), *Ethics Hearing*).

ADOPTED: Fifteen calendar days and ten copies.

Form #A-1, **Request and Agreement to Arbitrate**, and Form #A-2, **Request and Agreement to Arbitrate (Nonmember)**. Specify the amount of the arbitration deposit (should be consistent with Section 47(a), *Manner of Invoking Arbitration*, and Section 48(a), *Submission to Arbitration*).

ADOPTED: That a \$250 deposit be required.

Form #A-5, **Grievance Committee Request for Information (Arbitration Request)**. Specify the number of days the respondent has to submit a response.

ADOPTED: 15 (fifteen) calendar days.

Form #E-2, **Notice to Respondent (Ethics)** and Form #A-3, **Notice to Respondent (Arbitration)**. Specify the number of copies that must be submitted.

ADOPTED: Ten copies must be submitted.

Form #E-3, **Reply (Ethics)**; Form #E-5, **Response to Grievance Committee Request for Information**; and Form #E-8, **Official Notice of Hearing (Ethics)**. Board of Directors to determine in advance the Board's policy concerning if, and under what circumstances, an administrative processing fee will be imposed and determine amount. Should be consistent with Section 14, last paragraph, *Discipline*.

ADOPTED: That no administrative filing fee be imposed.

Form #A-4, **Response and Agreement to Arbitrate**. Specify the amount of the filing fee (should be consistent with Section 47(a), *Manner of Invoking Arbitration*, and Section 48(a), *Submission to Arbitration*). Previously done.

Form #E-9, **Outline of Procedure for Ethics Hearing** and Form #A-10, **Outline of Procedure for Arbitration Hearing**. Clarify whether the parties may or may not record the proceeding. Previously done.

Form #E-13, **Request for Appeal (Ethics)**. Specify the amount of the filing fee, if any (should be consistent with Section 23(c), *Action of the Board of Directors*).

ADOPTED: That a \$250 filing fee be required to file a request for appeal (ethics).

Form #A-13, **Request for Procedural Review (Arbitration)**. Specify the amount of the filing fee, if any (should be consistent with Section 55, *Request for Procedural Review by Directors*).

ADOPTED: That a \$250 deposit be required to file a procedural review request.

Form #E-14, **Official Notice of Appeal Hearing (Ethics)** and Form #A-14, **Official Notice of Procedural Review (Arbitration)**. Specify the number of days' notice required if counsel is to be present (should be consistent with Sections 4 and 29, *Right of Counsel to Appear*) and the number of days required to challenge the qualifications of an appeal panel (should be consistent with Sections 2(f) and 27(f), *Qualification for Tribunal*).

ADOPTED: That 10 (ten) calendar days notice be required.

Form #E-19 and Form #A-19, **Sample Format to Establish Multi-Board (or Regional) Professional Standards Enforcement Procedures**. Clarify on refusals to arbitrate what tribunal will hear allegation. Also, clarify on appeals of the Grievance Committee's dismissal of an ethics complaint or arbitration request (or challenges to the classification of arbitration requests) what tribunal will hear matter. Also, clarify which Board(s) will be responsible for administering the process. – **Handled per the MA Interboard Agreement.**