

Local Business Resource Network

Operating Model – Revised 7/26/16

*Tools and resources available to support Local Business Resource Network in satisfying Operating Standards are noted and listed below.

| Function/Operating Component | Minimum Operating Standards |
|--|--|
| Local Business Resource Network Purpose, Focus and Scope | <ol style="list-style-type: none"> 1. A Business Resource Network will be focused solely on delivering value to members in the following areas: <ul style="list-style-type: none"> • Raising member professionalism • Providing relevant professional development opportunities focused on timely business issues and needs and that incorporate practical application of business principles and related tools and resources • Developing business leadership skills that are transferable to the exercise of leadership in all personal, professional and public arenas • Facilitating member networking and relationship-building |
| Member Programs and Services | <p>[REVISED] Conduct a minimum of 6 mission-focused program annually as follows:</p> <ol style="list-style-type: none"> 2. A minimum of 4 professional development programs¹: <ul style="list-style-type: none"> ○ All programs must provide content that is timely, issue focused and member income-generating ○ One of the four programs must be focused on development of business leadership skills ○ One of the four programs must be conducted collaboratively with other local business resource networks, with the local REALTOR® association, or with a related real estate organization <p>Note: Networks should strive to plan and conduct programs that are considered 'industry events' in their marketplace. These are programs with top name speakers/industry leaders, and topics and formats that would attract a wide audience across the industry.</p> 3. Conduct a minimum of 2 additional events focused on member networking/relationship building² that could also include professional development content; examples include: <ul style="list-style-type: none"> ○ Members-only events (offering an exclusive opportunity just for members) ○ Smaller programs, such as mastermind groups, lunch and learns, topical roundtables, etc. ○ Networking events ○ Social events that facilitate relationship building 4. Facilitate member-to-member support³ for the purpose of meeting members' individual business goals, with a special focus on new members (see 'welcome and orientation' strategy under Membership Recruitment and Retention standards). |

| Function/Operating Component | Minimum Operating Standards |
|------------------------------|---|
| Membership Structure | <ol style="list-style-type: none"> 5. Maintain a minimum of 20 REALTOR® members, or if below that number after the March 31 membership drop date, attain 20 REALTOR® members by September 30.* 6. New Local Business Resource Networks must be chartered with a minimum of 30 REALTOR® members. 7. Local Business Resource Networks do not have 'local affiliate members', but are encouraged to have Strategic Partners who are provided a range of sponsor benefit packages⁴. Part of the benefit of being a Strategic Partner should be access to all Local Resource Network meetings and events at the 'member' rate. (A Local Network can decide how many Strategic Partner representatives are provided access at the 'member rate' depending on the level of benefit package.) 8. [REVISED] 20 percent of a Local Business Resource Network's membership can be comprised of National Affiliate Members*; rights and privileges of National Affiliate Members include: <ul style="list-style-type: none"> ○ Service as Treasurer or Membership Director ○ Service as a Chair (e.g., Education, Recruitment) ○ Service on a Project Team ○ Vote ○ Use of the Women's Council logo ○ Access to the Women's Council web site |

*Local Network membership numbers are reviewed after the March 31 membership drop date. If the Local Network does not have a minimum of 20 REALTOR® members by September 30 of the same year, they will be disbanded. The percentage of a Local Network's National Affiliate Members will also be reviewed after the March 31 membership drop date. Local Networks who have more than 20% National Affiliate Members at that time will need to focus on recruiting REALTORS® to ensure a 20% or less National Affiliate Member ratio by September 30.

| Function/Operating Component | Minimum Operating Standards |
|------------------------------------|--|
| <p>Governance Structure</p> | <p>[REVISED]</p> <p>9. The Local Business Resource Network governance structure⁵ includes:</p> <p>Officers:</p> <ul style="list-style-type: none"> • President <ul style="list-style-type: none"> ○ Must be a REALTOR® member ○ Elected as President-elect and automatically moves up to the position of President ○ One-year term • President-elect <ul style="list-style-type: none"> ○ Must be a REALTOR® member ○ Elected by the membership ○ One-year term • Secretary <ul style="list-style-type: none"> ○ Must be a REALTOR® member ○ Appointed by the incoming President-elect and ratified at the last Governing Board meeting prior to the year taking office ○ Can be a one- or two-year term, appointed annually • Treasurer <ul style="list-style-type: none"> ○ Can be a REALTOR® member or National Affiliate member ○ Elected by the membership ○ Can be a one- or two-year term, elected annually <p>Governing Board:</p> <ul style="list-style-type: none"> • Composed of the four Officers, plus: <ul style="list-style-type: none"> ○ Program Director (must be a REALTOR® member; appointed by the incoming President and ratified at the last Governing Board meeting prior to the year taking office) ○ Membership Director (can be a REALTOR® member or National Affiliate member; appointed by the incoming President and ratified at the last Governing Board meeting prior to the year taking office) <p><i>(**See notes below on options for providing support to the Program and Membership Directors.)</i></p> • Governing Board would meet a minimum of four times a year. Governing Board quorum would be 4, and must include either the President or the President-elect |

| Function/Operating Component | Minimum Operating Standards |
|---------------------------------|---|
| Governance Systems | <p>10. Submit annually a Business Plan⁶ to the State Network.</p> <p>11. Develop and submit to the State Network by the 4th Quarter an Annual Budget⁷ for the following year.</p> <p>12. File annually State and Federal Tax Returns⁸.</p> <p>13. Maintain a 501c6 IRS tax-exempt designation.</p> <p>14. [REVISED] Maintain Event/Liability Insurance policies (note: Women's Council provides all networks with D&O coverage.⁹)</p> <p>15. Conduct a Periodic Financial Review.</p> <p>16. [REVISED] Conduct an Election Process¹⁰ as follows:</p> <ul style="list-style-type: none"> • A minimum of 90 days before the election, establish a Candidate Review Project Team that can review candidate information to ensure it is complete and that the candidate understands roles and responsibilities, and to confirm the agreement to serve. • A minimum of 60 days before the election, send a notice to the membership soliciting candidates for open positions • A minimum of 30 calendar days before the election, require candidates to submit an application and Consent to Serve form¹¹ to the Chair of the Candidate Review Project Team that includes self-reporting by the candidate of any ethics violations with the past five years. |
| Women's Council Branding | <p>17. The Local Business Resource Network mission statement must be the mission statement of the National Women's Council: <i>We are a network of successful REALTORS®, advancing women as professionals and leaders in business, the industry and the communities we serve.</i></p> <p>18. [REVISED] The official Women's Council logo¹² must be used on all media/communications according to the official Council branding guide provided; no deviations or alternations allowed.</p> <p>19. [REVISED] The Local Business Resource Network must use and maintain the Network web site¹³ provided by National. If the Local Resource Network has a secondary website or a presence on social media (such as a Facebook page), these must link to the site provided by National. [REVISED – original Standard 20 combined with 19]</p> <p>20. All Local Resource Network events and communications (including any graphics, annual themes, fundraisers, etc.) must reflect that of a professional, business organization.</p> |
| Member Communications | <p>21. Promote Local Resource Network meetings and events with a minimum of a 60-day lead time.¹⁴</p> <p>22. Use a consistent, online reservation platform.</p> <p>23. Use a 'drip system'¹⁵ for communication to members throughout the year, including information and key messages provided by National Women's Council and branded locally.</p> |
| External Communications | <p>24. Conduct target marketing of Local Resource Network programs/events to appropriate outside audiences.</p> <p>25. Develop and implement a strategy¹⁶ to establish (or reinforce) and maintain a positive, productive relationship with the Local Association of REALTORS®.</p> |

| Function/Operating Component | Minimum Operating Standards |
|---|---|
| Membership Recruitment and Retention | <p>26. Implement a timely new member ‘welcome and orientation’ process¹⁷ that includes a personal interview with each new member on her business needs and goals</p> <p>27. Develop and implement a first year member communications strategy¹⁸ focused on ensuring membership renewal.</p> <p>28. Develop and implement a strategy¹⁹ focused on recruitment of REALTORS®.</p> |
| Participation/ Reporting to State and National | <p>29. Network President-elect is expected to attend the National Leadership Academy.</p> <p>30. Submit the Network Annual Report to National by the deadline.</p> <p>31. Submit the Network Business Plan and Annual Budget to State by the deadline.</p> <p>[REVISED – original Standard 33 removed]</p> <p>32. Make every effort to participate in all State and National meetings.</p> |

** Due to the broad scope of oversight responsibility the Program Director and the Membership Director are undertaking, the Network Governing Board may want to approve a Chair position to support each Director. As an example, the Program Director could be supported by an Education Chair who could oversee multiple project teams, one for each program the Network holds. The Membership Director could be supported by a Recruitment Chair and a Retention Chair who could oversee multiple project teams to support the membership effort (such as a new member orientation project team, a member ambassadors project team, etc.). These Chair positions can be REALTOR® members or National Affiliate members, and are appointed by the incoming President and ratified by the Governing Board.

The Governing Board may also appoint other Project Teams to support Network functions, tasks, projects, events (e.g. a fundraiser project team). Project teams:

- Are composed of members and outside expertise/support as needed
- Disband at the end of the project
- Must be ratified by the Governing Board
- Receive appropriate recognition for their contribution

Support Tools and Resources

Nationally, the following Tools and Resources are available or are being developed to help Local Business Resource Networks meet the Operating Standards (as noted above).

¹A regularly updated menu of program ideas and options that meet program criteria, including delivery methods.

²A regularly updated menu of options for mini-programs and networking/relationship-building activities.

³Suggested structure and tools to facilitate exchange of value between members.

⁴Key messages to solicit Strategic Partners and ideas/suggestions for Strategic Partner benefit packages.

⁵Job descriptions for all positions.

⁶Business Plan template, adjusted to include new Operating Standards.

⁷Annual Budget template.

⁸Guidance on filing State and Federal tax returns.

⁹D&O insurance policy.

¹⁰Election Procedures

¹¹Sample Application and Consent to Serve form.

¹²Women's Council logo guidelines. National Women's Council will provide a jpeg of the local resource network logo/name for use on electronic and printed collateral material.

¹³Nationally provided local web site.

¹⁴Ideas and resources for effective marketing and promotion of Network programs, including use of video.

¹⁵Content for 'drip system' communication to members.

¹⁶Reference with tips and techniques for building productive relationship with Local Association.

¹⁷New member 'welcome and orientation' procedures and related tools.

¹⁸First year member communications strategy with process and related tools.

¹⁹REALTOR® recruitment strategy ideas and related collateral materials.