

Document	Linkage	Source and Purpose
<b>1. Mission Statement</b>	<b>Federal Government</b>	<p>A brief statement of the purpose of an organization. The mission statement guides the actions of the organization, spells out its overall purpose, provides a sense of direction and guides decision making. Mission statements often answer three questions. (1) Who are we, (2) whom do we serve, (3) what do we offer? The IRS requires submission of the statement of purpose for all exempt organizations on IRS form 1024 and is submitted annually on IRS form 990.</p> <p>Our Mission Statement: We exist to provide outstanding services and leadership to help our members be successful and profitable in real estate.</p>
<b>2. Articles of Incorporation</b>	<b>State Government</b>	<p>A legal document filed with state government, setting forth the purposes and regulations of the organization.</p> <p>GPAAR Articles of Incorporation approved 12-16-94; Re-filed 8-11-06; Amended 11-25-09 (as non profit with effective date of 12-16-94)</p>
<b>3. Bylaws</b>	<b>Board and Members</b>	<p>The rules adopted to govern and regulate internal affairs which generally include, procedures for meetings, committees, elections, amendments, board duties and member categories. The bylaws should remain broad in scope with more detailed information adopted as policies.</p>
<b>4. Policies</b>	<b>Board and Members</b>	<p><b>Policy Manual:</b> Policies express the wisdom of the board of directors to follow the preferred methods for achieving the mission and decision making and are consistent with the bylaws and articles. All policies are adopted or amended as motions and recorded in board minutes and updated as needed.</p>
		<p><b>Personnel Policy Manual:</b> This is the employee handbook defining job details, responsibilities, and policies for staff. Available at <a href="http://www.gprealtors.net">www.gprealtors.net</a>, under Membership--&gt; Online Documents. Latest approved version: 8-07</p>
		<p><b>Financial Controls &amp; Accounting Procedures:</b> Defines the procedures and controls linked to payments; dues processing; membership fees/payments and disbursements; bank statement and credit card reconciliation and month end procedures for staff.</p>
		<p><b>Investment Policy:</b> The Investment Management Procedures and guidelines has been adopted by the BOD to provide guidelines and procedures for the investment of funds held by the organization.</p>
<b>5. Annual Budget</b>	<b>Board, Committees and Staff</b>	<p>The statement of estimated income and expenses for the year. It is drafted annually by the executive committee and Executive Officer and approved and monitored by the board of directors. A detailed monthly report of expenses and income from the accountant is provided monthly to the Board of Directors.</p>
<b>6. Strategic Plan</b>	<b>Board, Committees, Staff and Members</b>	<p>A document developed to identify long term (often 3 to 5 years) goals, strategies and tactics. The plan should align objectives with resources and organizational capacity. A strategic plan generally includes an affirmation of the mission (and supporting statements such as vision and values), a description of long term goals, fresh strategies or means to achieve the goals, and may include tactics and performance indicators. It is the guide for successive leaders. It should be reviewed for progress at least annually.</p>
<b>7. Business or Action Plan</b>	<b>Board, Committees and Staff</b>	<p>The break down of the strategic plan to identify current year tactics, assignments, deadlines and interim performance measures. Often aligned with the organization's committees and staff members or departments.</p>