

CONGRESS
FOR THE
NEW
URBANISM

The Congress for the New Urbanism

CHAPTER HANDBOOK

DRAFT

TABLE OF CONTENTS

INTRODUCTION	1
Setting the Chapter Context	1
Chapter Basics	1
Using the Chapter Handbook	2
PART I: CHAPTER PURPOSES	3
Mission.....	3
Geographic Scope	3
Roles.....	3
PART II: MEMBERSHIP	5
Chapter Dues	5
Mailing List Policy.....	6
Non-Member Participation	6
Member Benefits	6
Member Recruitment and Retention.....	7
PART III: COMMUNICATIONS	9
Chapter Identity	9
Communication with Chapter Members	9
Communication with CNU	10
Communication with Other CNU Chapters.....	10
Communication with Media	10
PART IV: CNU SUPPORT SERVICES	13
Chapter Coordinator	13
Inter-Chapter Communication.....	13
CNU Board.....	14
Templates	14
PART V: ORGANIZING A CHAPTER	15
Stage One: Chapter Organizing Committee	15
Stage Two: Provisional Chapter.....	17
Stage Three: Full Chapter	19
PART VI: CHAPTER ADMINISTRATIVE POLICIES	21
Annual Report	21
Insurance	22
Legal Considerations	22
Students	23
PART VII: CHAPTER FINANCIAL MANAGEMENT POLICIES	25
Revenue Sources	25
Bank Accounts	25
Budget.....	25
Annual Financial Review.....	26
PART VIII: CHAPTER GOVERNANCE	27
Board of Directors	27
Executive Committee	28
Officers.....	28
Committees	29

APPENDICES

CNU HISTORY, MISSION, AND STRUCTURE	i
THE CHARTER OF THE NEW URBANISM	iii
ORGANIZATIONAL	
Chapter Organizing Checklist.....	v
Petition for Chapter Organizing Committee Status	vii
Application for Provisional Chapter Status	ix
Request for Full Chapter Status.....	x
By-laws	
Articles of Incorporation.....	
501(c)(3) Application.....	
CNU-Chapter Agreement	
CNU Chapter Services.....	xi
CHAPTER ANNUAL REVIEW	
Annual Certification Form	xii
Annual Activity Report	xiii
MEMBERSHIP	
Sample membership letter	
CNU membership forms.....	
FINANCIAL	
Annual Budget.....	xvii
Year-End Financial Report	

Introduction

Setting the Chapter Context

In 2002, The Congress for the New Urbanism (CNU) celebrated its 10th anniversary. Starting with a core group of 170 people, CNU has grown to encompass over 2,000 professionals from architecture, planning, engineering, real estate economics and marketing, development, academics, politics, and advocacy. In its first ten years, CNU transformed the term New Urbanism from a concept that in 1993 was familiar only to a handful of design professionals and activists to one that is now in the domain of mainstream media and public policy discussions. In the same period, the number of New Urbanist projects grew from less than ten to over 400 projects completed or under construction.

As it looks to its next decade, CNU seeks to expand its influence and capabilities through chapters. Chapters will serve as an extension of CNU at the regional, state, and multi-state levels, and will provide opportunities for additional participation by interested individuals, as well as for public and professional education and networking. More specifically, chapters can:

- Provide CNU members an additional level of peer-to-peer learning and information exchange about policies, resources, and best practices within their home region
- Enable CNU members to directly influence the policies and regulations that provide the context for New Urbanist projects
- Offer more frequent opportunities for public and professional education and networking in a setting that is close to home
- Broaden the base of those who work to promote CNU and the New Urbanism by introducing those who are not members of CNU to its programs
- Raise awareness among a broader range of people, including public officials, members of the media, design and real estate practitioners, and the general public
- Build a two-way flow of information on issues and opportunities between CNU and the community and regional levels

Because of the importance of chapters to CNU, its Board of Directors in the fall of 2002 initiated a very thorough and deliberative process to evaluate and decide on the most effective chapter structure and policies for the organization. In the first phase, the Board assessed alternative chapter structures and decided on a preferred structure. This phase involved analyzing the chapter structures of four other organizations to learn from their experiences with chapters, conducting in-depth interviews with CNU members to identify their hopes for and concerns about creating CNU chapters, and testing alternative chapter structures with a group of Florida CNU members interested in creating a chapter. In the second phase, the Board initiated additional research to develop a recommended set of operating policies for chapters and to prepare a CNU Chapter Handbook.

Chapter Basics

CNU chapters are independent nonprofit corporations with their own members, dues, and activities. They are organized by regions. They have independent boards of directors. They can hire staff, host events, contract for services, and work with volunteers. They are allowed to use CNU's brand identity – such as logos, colors, and name – in return for following the rules outlined in this Handbook.

The relationship between CNU and each chapter is one of mutual support. Chapters give CNU a source of new members, a local presence in particular areas, and revenue. CNU gives chapters technical assistance with organizing, considerable public recognition and good will, educational resources, and an international network. People who want to join chapters must also join CNU. CNU handles much of the membership paperwork and financial management.

This handbook includes the very specific process by which a group of CNU members can gradually become a Full Chapter. They go through a three-step process, first becoming an Organizing Committee, then a Provisional Chapter, and then a Full Chapter. At each stage, there are organizational challenges to meet. The goal of this Handbook is to help members work through these challenges and create strong, viable, independent organizations to promote New Urbanism and improve CNU members' quality of life.

Using the Chapter Handbook

The Handbook is designed as a resource tool to help CNU members build successful chapters that will uphold the standards of CNU, while allowing for a high degree of flexibility and creativity among different chapters. Whether you are at the earliest stages of thinking about creating a chapter, are moving through the steps of establishing a chapter, or are well into operating a chapter, the Chapter Handbook, along with the CNU-Chapter Agreement (which also addresses the roles of chapters) is your primary CNU resource. The Chapter Handbook is to be used by chapter leaders to develop a high level of member services, to ensure compliance with CNU chapter requirements, and to utilize the chapter services provided by CNU. The handbook also provides resource information on CNU and contains all the basic forms and templates needed to organize and operate a CNU chapter.

Parts I-III describe the purposes of chapters and their important role in membership and communications.

Part IV describes the chapter support services provided by CNU.

Part V describes how to successfully move through the steps of establishing a chapter.

Parts VI-VIII contain the information that chapters need on the administrative, financial management, and governance requirements of chapters.

All questions regarding the Chapter Handbook should be addressed to CNU's Chapter Coordinator, who is a part of CNU's office in San Francisco. The Coordinator can be reached by e-mail at cnuinfo@cnu.org or by calling CNU at 415-495-2253. The establishment of the position of a Chapter Coordinator reflects CNU's Board of Directors' commitment to creating a strong and enduring chapter structure that will enhance and further CNU's mission and the practice of the New Urbanism.

Part I: Chapter Purposes

- 
- ✓ **Mission**
 - ✓ **Geographic Scope**
 - ✓ **Roles**

Mission

The Congress for the New Urbanism (CNU) is a nonprofit organization aimed at stopping sprawl and re-establishing compact, walkable, and environmentally sustainable neighborhoods, cities, and towns. CNU Chapters work to further this mission through education, networking, and outreach at the local, regional, and state levels. CNU chapters are independent organizations that work to further CNU's mission through education, networking, and outreach.

Geographic Scope

Chapters may be organized at the regional, state, or multi-state level, depending on where there is a sufficient number of CNU members to meet the minimum organizational requirements. A chapter may not be formed at a level smaller than a metropolitan region, which must at a minimum be the size of a Metropolitan Planning Organization (MPO) or a Standard Metropolitan Statistical Area (SMSA).

Roles

A chapter may choose those activities that are most suited to the needs of its members and of the geographic area it serves.

Education

- Produce a newsletter either in a print or electronic format
- Host educational conferences and symposia focused on topics of interest to members at different times of the year from the annual Congress
- Sponsor professional development programs
- Produce publications specific to the chapter's geographic area, such as a guidebook featuring New Urbanist developments in that area
- Distribute publications prepared by CNU
- Sponsor "hot topic" lunches or breakfasts to provide information on timely topics
- Conduct research on place-based issues related to the practice of the New Urbanism
- Conduct tours of New Urbanist developments

Networking

- Maintain a chapter e-mail list to further the exchange of information among members
- Host opportunities for relaxed social gatherings such as outings and receptions at locations members would like to visit
- Set up networking groups composed of members from similar professions
- Plan peer-to-peer trips to see New Urbanist developments in other areas
- Publish a membership directory that provides information on each member's business
- Plan time for networking at chapter meetings and events
- Convene forums that enable members to exchange information and ideas on topics of interest
- Host networking events in collaboration with other related organizations

Outreach

- Create and maintain a chapter website
- Promote local policies and implementing regulations that remove barriers to creating places based on the Charter of the New Urbanism
- Prepare timely articles for area publications
- Use external e-mail lists to send out information about chapter projects and events
- Develop chapter promotion brochures
- Publish an annual calendar of events
- Designate public relations liaisons to maintain regular contacts with media
- Sponsor a speakers' bureau and other activities to broaden the public's understanding of the New Urbanism

Each chapter activity, including those listed above, must be implemented in compliance with the policies and requirements contained in the CNU Chapter Handbook, Chapter By-laws, the Charter for the New Urbanism, and CNU-Chapter Agreement, and with any new policies governing chapter roles that CNU may disseminate from time to time. The following highlights three of these policies as they relate to chapter activities. CNU's Board of Directors can change these policies. See Part VII (Governance) for a full explanation of the relationship between chapters and the Board.

First, a chapter may not engage in advocacy activities related to the endorsement of or opposition to specific real estate developments. For example, a chapter is prohibited from making a public statement about whether or not a new real estate development complies with the Charter of the New Urbanism. However, a chapter might make a public statement about the benefits of a proposed local regulation that is based on the principles of the Charter.

Second, chapters are prohibited from engaging in most political or legislative activities. This includes activities prohibited for all 501(c)(3) organizations. In addition, chapters may not advocate legislation unless it is within CNU's policy guidelines.

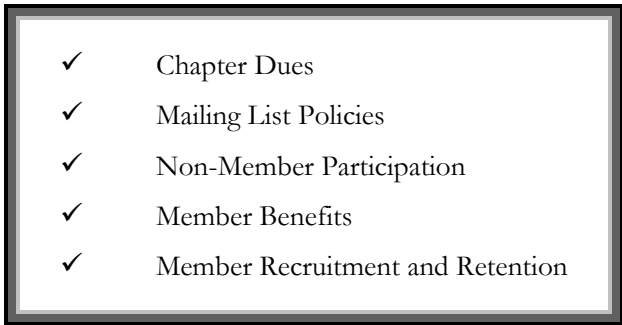
Third, to ensure a consistent message from CNU and its chapters, chapters may not take a position on a policy issue unless that position:

- Is consistent with the policies of CNU, as expressly set out in communications from the CNU Chapter Coordinator to chapters; and,
- Has been specifically pre-approved by the CNU Chapter Coordinator. A chapter may not take a position on a policy that has not received this approval.

In addition, if a chapter wants to represent a policy as being a CNU policy, then it must obtain express authorization by the CNU Chapter Coordinator. All chapter publications and reports also require prior content and design approval by CNU.

PART II: Membership

Members are the lifeblood of CNU and its members. Members bring the financial and stakeholder support needed to build and sustain an effective chapter. Consequently, a core activity of chapters is to recruit and retain members. Outlined below, CNU policies regarding chapter membership are designed to allow a chapter to decide on the membership policies that will best serve its geographic area.

- 
- ✓ Chapter Dues
 - ✓ Mailing List Policies
 - ✓ Non-Member Participation
 - ✓ Member Benefits
 - ✓ Member Recruitment and Retention

Chapter Dues

CNU membership policies require that any person joining a chapter must also join CNU. The policies also allow CNU members to join more than one chapter.

Amount of Dues

Each chapter may determine the categories and amounts of its dues based on the types and levels of services that the chapter wants to provide. In determining the amount of dues, a chapter may want to consider what is practical for its geographic area. For example, chapters in larger urban areas may find that they can charge more for membership than chapters in smaller urban areas. Another factor to consider in determining the amount of chapter dues is the \$10.00 per chapter member administrative fee charged by CNU to help offset the cost of supporting chapters. The assessment fee is deducted from the chapter dues at the time they are paid.

Payment

To ensure a consistent membership database, CNU is responsible for handling all matters related to the management of chapter dues, including maintaining chapter membership records, processing chapter membership payments, and sending out chapter membership renewal notices. Chapter dues must be payable to the Congress for the New Urbanism. CNU serves as a passthrough for chapter dues. The chapter dues, less the \$10.00 per member administrative fee, is returned to the chapter quarterly, or as mutually agreed by the chapter and CNU. CNU management of chapter dues begins at the Provisional Chapter stage, once the chapter has become incorporated and filed its 501(c)(3) application. CNU management of chapter membership dues does not imply that CNU is the fiscal agent for chapters. Chapters are responsible for managing their financial affairs, as set forth in Part VII (Financial Management).

The CNU Chapter Coordinator provides chapters with membership packets. The packets contain a CNU and chapter membership form and return envelope, so that the dues will be sent directly to CNU. Chapter

members also have the option of using the CNU website (www.cnu.org) to join a chapter and CNU at the same time. CNU provides an option for chapter membership in its membership materials.

Reports

To make sure that chapters have current membership information, CNU provides chapters a monthly membership status report. The report includes information on chapter dues received that month and year-to-date, and the names and contact information of all current chapter members. CNU also provides monthly statements to notify chapters of the memberships in their areas that will need to be renewed in the next two months. This enables a chapter to plan a retention strategy for each chapter member whose membership is to expire within the coming two months. Upon request, CNU will also provide a database of CNU members in the chapter area. Use of these lists is subject to the following mailing list policy.

Mailing List Policy

Chapters may make their membership mailing lists available to outside organizations that share CNU's mission. Chapters may not share the general CNU mailing list, which is for their internal use only. Lists may only be shared for one-time noncommercial use, and chapters may only share names or contact information of people who are current chapter members. A chapter may not share the names of those members who have asked that their names not be provided to outside sources. The intent of these policies is to ensure that the mailing lists are based on current information and are controlled based on the best interests of members.

Non-Member Participation

Chapters will need to decide on policies related to non-member participation in chapter events. To provide an incentive for chapter membership, chapters should consider sponsoring special events for members only and charging a higher fee for non-members to attend events open to the public.

Member Benefits

Chapters

Chapters may decide to offer benefits above and beyond CNU member benefits. In deciding on chapter benefits, a chapter may want to select those benefits that enhance members' ability to network with their peers and to learn about and have a greater impact on New Urbanist policies and practices within their area. Examples of chapter benefits include:

- A members-only e-mail list, which members can use to exchange and request information and to send out alerts about upcoming events and issues
- A chapter website, with a secure area for members-only information
- A membership directory available only to chapter members
- A chapter newsletter
- Opportunities to participate in members-only events, which could give members an early preview of a new project or to allow them hear a briefing on timely topics from a key official
- Reports on members' achievements in chapter publications, on the chapter's website, or in area media
- Opportunities to make presentations on member projects and create special member displays at chapter events and meetings
- Discounts on chapter events and chapter publications

CNU

CNU member benefits include:

- Full access to CNU's website, which includes a member directory, an archive of all CNU publications, an interactive image bank, a database of current projects, and job listings
- CNU's Task Force Report, a newsletter of opinion and debate within the New Urbanist movement
- A subscription to the *New Urban News*, a bi-monthly newsletter covering traditional town planning and New Urbanism developments
- A copy of the single-page Charter of the New Urbanism, which outlines the movement's core principles (with the exception that donors of \$1,000 and above receive a copy of the full Charter)
- The latest edition of *Emerging Trends in Real Estate*
- Discounts on publications of interest to New Urbanists
- An invitation to the CNU's annual Congress
- An opportunity to become involved in CNU's Task Forces, which are working groups of leading experts who are CNU members
- Access to CNU staff throughout the year for help in finding people, information, and other resources

Member Recruitment and Retention

A chapter's membership program should have two tracks: membership recruitment and membership retention. A chapter may ask CNU to co-sponsor a special membership drive in the chapter service area to recruit and/or retain chapter and CNU members. From time to time, CNU may also offer special incentives to chapters for recruiting or retaining members. CNU also provides standardized membership brochures with a special chapter insert.

Membership Recruitment

An effective membership recruitment program uses a variety of techniques. In deciding on what recruitment techniques to use, a chapter should remember that the most effective techniques are those that provide personal contact. Personal contacts can come through events, small group meetings, and phone calls. Techniques that may be used to recruit new members include the following:

- Develop an attractive kit of membership information that describes the work of the chapter and its benefits
- Place membership forms in the chapter newsletter and at chapter events and other public venues
- Send direct mailings signed by either the chapter chair or a recognized industry leader to targeted professional categories, followed up by a personal phone call from a chapter member
- Host special events targeting a professional category, which could be hosted by the chapter chair and several leaders in the target profession, followed by a direct mailing and personal phone calls
- Create organized membership teams to recruit members from a specific geographic area or profession
- Sponsor a get-a-member campaign in which chapter members are asked to identify and recruit new members and bring them to a chapter event, coupled with follow-up phone calls
- Have a member table featuring the benefits of chapter membership and chapter accomplishments at chapter events and at meetings of allied professional organizations
- Publicize chapter accomplishments in area media as part of the chapter's communication program
- Provide incentives for chapter membership, such as gifts, discounts on chapter publications and events, and special members-only events
- Ask chapter members to host small group breakfast or lunch meetings for member prospects to talk about the benefits of chapter membership

-
- Send complimentary chapter publications to prospective members
 - Host parties and other casual events or a membership day to recognize members and welcome new members
 - Follow up in person with prospective members who do not join the chapter

Membership Retention

To have a successful chapter, membership retention should be as important as recruiting new members. Retention activities often focus on making sure that members feel welcome at and benefit from meetings, that they are informed on the chapter's activities, and that they are involved in chapter events and decision-making.

- Establish a buddy program in which active chapter members are assigned to new members to make certain that they receive personal invitations to chapter events and that they meet other members
- Assign members to personally invite new members to their first meetings, introduce them around, and make sure they are not left alone
- Highlight new members in chapter newsletters
- Send timely thank you notes to those who join the chapter
- Create a "member host" group that circulates at chapter events and meetings to ensure that all members feel welcome and that their questions are addressed
- Hold orientation sessions and welcome events for new members
- Send members regular information on chapter goals and activities, including an annual report describing previous year accomplishments and plans for the coming year
- Make sure that members get involved in some aspect of chapter work, especially new members
- Maintain information on the interests of each member and ask all members to identify topics that they would like to learn more about at future meetings
- Send members an annual schedule of meetings so that members can accommodate chapter meetings in their schedules
- Give members opportunities to comment on chapter work so that events add to their knowledge and assist them in making new contacts
- Assign members to make personal calls or host small lunches or breakfasts to ask members to renew their membership
- Make sure that members receive adequate notices of chapter meetings and events
- Have meetings at different times and locations to accommodate different schedules and geographic needs
- Recognize members at chapter events or in a chapter newsletter or through small thank you events
- Keep members informed about the chapter's accomplishments, both through direct communications and in the media
- Co-host events with other organizations to broaden members' opportunities for networking
- Systematically follow up with members who do not renew their membership to determine why they did not renew and to respond to any concerns

PART III: Communications

A strong communications program is a core part of a successful chapter. When describing the New Urbanism or the work of CNU, a chapter's communication program must be consistent with the Charter of the New Urbanism and the information describing CNU contained in the Appendices to the Chapter Handbook. Any positions of the chapter on public policy issues must be consistent with the allowed activities of chapters, as outlined in Part I (Chapter Purposes) of the Chapter Handbook. Important elements of a chapter communication program are set out below.

- ✓ Chapter Identity
- ✓ Communication with Chapter Members
- ✓ Communication with CNU
- ✓ Communication with Other CNU Chapters
- ✓ Communication with Media

Chapter Identity

A clear brand identity will help CNU and each chapter maintain a professional, easily recognized public face. Once they have fulfilled all the requirements and become Full Chapters, chapters may use CNU intellectual property such as the standard logo, name, and colors of CNU. CNU has a chapter logo that Chapters must use to maintain a consistent identity across chapters. Organizing and Provisional Chapters may use CNU intellectual property only with the case-by-case approval of the Chapter Coordinator. CNU will provide all levels of chapters materials for fundraising and membership recruitment.

Communication with Chapter Members

CNU does everything that it can do to keep all members informed of its current activities and those of chapters. Similarly, chapters should inform its members about news and events from the chapter and from CNU. Maintaining regular two-way communications with chapter members is an essential function of chapters and should be a priority in a chapter's communication program. It is important that members hear from chapters other than at dues time. Chapters may use a combination of techniques to reach its members. To the extent possible, each type of communication should contain a way for members to provide suggestions and ideas back to the chapter. Examples of useful techniques for communicating with members are listed below.

Newsletter: Newsletters can be print and/or electronic.

Meetings and Events: Chapters can use meetings or events to update members on chapter activities. This can include dedicated time on the agenda or a special time for members before or after a meeting or event.

E-mail Alerts and Special Mailings: E-mail is increasingly the tool of choice for getting quick information out to members. Special mailings can be used to distribute new publications or other products of the chapter.

Website: A chapter website is another tool to keep members aware of chapter news. Chapters may want to consider creating a Members News section on the website.

Communication with CNU

As independent organizations, chapters will have day-to-day activities that do not need to be reported in detail to CNU. However, chapters are expected to keep in regular contact with the CNU Chapter Coordinator, who is their primary point of contact within CNU. The chapter Chair, Vice-Chair, and Secretary-Treasurer are to be CNU's points of contact in the chapter. Communication requirements for update reports to CNU and for publications are as follows.

Annual Report: Described in more detail in Part VI (Administrative Policies), chapters are required to submit an Annual Report by February 1 of each year. The Annual Report consists of a Chapter Annual Compliance Checklist and an Annual Activity Report.

Update Reports: Chapters should send the CNU Chapter Coordinator timely update reports with information on key issues and chapter events that might be of interest to CNU members and to other chapters. The update reports are in addition to requirements regarding the Annual Report.

Publications: Chapters should send a copy of newsletters, publications, or topical reports to the CNU Chapter Coordinator. Publications and reports require prior content and design review and approval by CNU, as outlined in Part I (Purposes of Chapters).

Communication with Other CNU Chapters

CNU provides chapter leaders opportunities to exchange information and learn from their common experiences.

Chapter Leaders' E-mail List: The Executive Committee of each chapter should be on this list for interaction with other chapter leaders.

Annual Congress: Chapter leaders should participate in chapter meetings at CNU's annual Congress.

Communication with Media

Chapters are encouraged to maintain an ongoing information program focused on educating the public and area media on the principles and benefits of the New Urbanism, providing timely information on the chapter's activities and programs, and establishing CNU and the chapter as the primary source of information on urban design issues. A standard CNU media information kit is available through the CNU Chapter Coordinator. A chapter's information program should include the following elements.

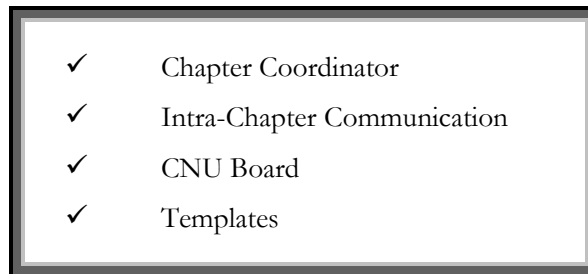
Current Information on Media: Chapter leaders should maintain a database of media outlets in the chapter's area. The record for each media outlet should include current contact information on reporters. To target messages, records should also include the reporter's areas of interest or reporting beat. This will require some research to identify the different reporting assignments at the media outlets in the chapter area and the types of stories that are important at the different outlets. In addition to print, radio, and TV media, the research could also include identifying alternative types of media outlets in the chapter area, such as colleges and universities, community centers, and reference librarians. CNU can also provide a starter media list from its files. Any reporter who contacts the local chapter should be added to the chapter's database.

Developing a Relationship with Media: In working with media, it is important to develop ongoing relationships and to deliver concise, prompt, and understandable information. Techniques to develop ongoing relationships can include informal meetings to get to know different members of the media and to provide background information on major events, research products, or other timely work of the chapter. Briefing sessions with a editorial board, editor, or publisher can also be useful.

Designated Public Relations Liaison: A chapter public relations liaison could serve as the primary point of contact with media. Such a person could assist in developing media releases and information packages on chapter events and on new publications produced by the chapter or by CNU. The liaison could also help tailor the chapter's message to the target audience and target medium (e.g., print, television, or internet) and could help journalists find information on the New Urbanism in other areas.

PART IV: CNU Support Services

CNU staff is committed to providing the support needed to build and maintain successful chapters. As the number of chapters increases, CNU services may also increase. In addition to the membership support described in Part II and the annual review process and leadership training described in Parts VI and VII, CNU will provide chapters with the following services.

- 
- ✓ Chapter Coordinator
 - ✓ Intra-Chapter Communication
 - ✓ CNU Board
 - ✓ Templates

Chapter Coordinator

The Chapter Coordinator's primary role is to assist chapters and to facilitate communication among chapters and between chapters and CNU's staff and Board of Directors. To ensure that chapter needs are met, all chapter communications are to go through the Chapter Coordinator. In addition to assisting chapters through the organizing steps and monitoring and supporting the work of chapters, the Chapter Coordinator also serves as an information clearinghouse for chapters and provides opportunities for chapters to network across geographic boundaries by putting chapters in touch with other chapters working on similar issues.

Inter-Chapter Communication

Chapter Chair Meetings

Chapter chairs are given an opportunity to meet and share ideas at the annual Congress. The Chapter Coordinator works with the chapter chairs to plan an agenda that addresses timely issues and allows for the exchange of information among the chairs. CNU will provide, if needed, funding for the chairs of Provisional and Full Chapters to participate in the chapter chair meeting at the annual Congress, as well as in the annual chapter chair leadership training described below.

Chapter Leaders' E-mail List

CNU hosts and maintains a Chapter Leaders' E-mail List. The purpose of the e-mail list is to enable chapters to exchange and ask for information. CNU also uses the e-mail list to ask for information from chapters.

Website

CNU provides a page on its website describing the role of chapters. The chapter webpage provides a list of all the chapters and provides a link to each chapter's website. The chapter page also contains downloadable chapter organizing materials, a calendar of chapter events, and an area to store and download chapter publications.

CNU Board

Chapters have one position on CNU's Board of Directors. The person filling this position represents all chapters and is elected by the Board for a two-year term. Each year at the February orientation and leadership session the chapter chairs collectively nominate the person to represent them. The chapter Board representative must be the current chair of a Provisional or Full Chapter and must agree to attend the CNU Board meetings and involve chapter chairs in identifying issues to bring to CNU's Board. To ensure that chapter chairs have an opportunity to be heard, the chapter Board representative requests chapter input through the Chapter Leaders' E-mail List and during the Chapter Chair meeting at the annual Congress, and works closely with the Chapter Coordinator in planning presentations to the CNU Board.

Templates

CNU provides a standard set of templates to assist chapters in organizing and operating a chapter. The templates contained in the Chapter Handbook are listed in the Table of Contents under the heading of Appendices. CNU will provide additional templates as the need arises to help maintain effective and successful chapters.

Part V: Organizing a Chapter

Organizing a chapter is intentionally slow and deliberative. CNU's goal is that chapters be strong, independent nonprofit organizations. Putting work into organizing the chapter will lead to a strong organization. The following three stages must be completed in order to create a CNU Chapter. The stages are designed to ensure that the chapter has the tools needed to start with a firm foundation, and to ensure that CNU expectations and requirements for chapters are met. Chapter organizers may combine Stages One and Two, provided that all the requirements of Stage One are met.

- | | |
|---|---------------------------------------|
| ✓ | Stage 1: Chapter Organizing Committee |
| ✓ | Stage 2: Provisional Chapter |
| ✓ | Stage 3: Full Chapter |

Stage One: Chapter Organizing Committee

The Chapter Organizing Committee has two primary purposes: 1) to make sure that chapter organizers understand the requirements for the creation and operation of chapters, and 2) to determine if there is a sufficient level of interest within the proposed chapter geographic service area to meet the requirements for establishing a chapter. To become a Chapter Organizing Committee, chapter organizers must complete Step 1 and Step 2 listed below. Once these steps are completed, chapter organizers move to Step 3, which is to complete the Application for Provisional Chapter Status

Step 1: Create a Chapter Organizing Committee

The first step in getting organized is to create a Chapter Organizing Committee, which requires that chapter organizers:

One: Obtain the commitment of a minimum of 10 CNU members to serve as the Chapter Organizing Committee. Chapter Organizers may contact the CNU Chapter Coordinator for names of CNU members within their area.

Two: Review requirements for chapters outlined in the Chapter Handbook.

Three: Assess the feasibility of a CNU chapter. An important factor to consider in making this determination is the geographic scope of the chapter's service area. The service area will need to be large enough to provide the level of volunteer commitment and interest and the potential for membership growth needed to build and sustain a strong chapter.

Four: Decide on the chapter's purpose, structure, initial objectives, and geographic scope.

Step 2: Register as a Chapter Organizing Committee

Having satisfactorily completed the above, organizers must register with CNU as a Chapter Organizing Committee. This step enables CNU to learn of the organizers' interest in establishing a chapter and to provide information and assistance to the organizing group as they go through the steps of establishing a full chapter. The requirements to register as a Chapter Organizing Committee are as follows.

One: Contact the CNU Chapter Coordinator to express the organizers' intention to create a chapter and to review the requirements of the Petition for Chapter Organizing Committee Status.

Two: Complete the Petition for Chapter Organizing Committee Status in the Appendices this Chapter Handbook, which may be downloaded from CNU's website. The designated leader of the Chapter Organizing Committee must sign the petition, which requires the following information.

- Names of the CNU members who have agreed to serve on the Organizing Committee
- A description of the chapter's geographic scope, purpose, structure, and initial objectives
- A summary of the level of commitment to building and sustaining the chapter

Three: Submit the completed Petition for Chapter Organizing Committee Status to the CNU Chapter Coordinator for review.

Four: Meet or have a conference call with the CNU Chapter Coordinator to review chapter requirements and organizing steps, as outlined in the Application for Provisional Chapter Status described in Step 3 below.

Step 3: CNU Approval of Chapter Organizing Committee Status

Once the CNU Chapter Coordinator approves the group's registration as a Chapter Organizing Committee, the group may begin to sponsor networking events and to recruit additional individuals who pledge to become members of the chapter. (They cannot become members until the 501 (c)(3) application is filed in a later stage.) A Chapter Organizing Committee may not use the CNU logo unless the CNU Chapter Coordinator expressly approves that use on a case-by-case basis. Chapters may also ask CNU to co-sponsor events. CNU co-sponsorship allows the use of the CNU logo and name in promotional materials; however, unless agreed in writing by CNU, CNU will have no financial responsibility for the co-sponsored event. The Chapter Organizing Committee may obtain informational material from the CNU Chapter Coordinator for distribution at organizing events.

Organizing Chapters are not eligible to receive CNU funding to attend the annual Congress and leadership training, nor are they eligible to obtain on-site technical assistance from CNU, unless CNU's costs are paid by the Organizing Committee. After a Chapter Organizing Committee has been registered for an area, no additional such Committee may be created in that area. CNU may set a limit on how long a chapter may stay an Organizing Committee.

Step 4: Submit Application for Provisional Chapter Status

To form a Provisional Chapter, organizers must complete an Application for Provisional Chapter Status. A Steering Committee may be formed for this purpose. The founding chapter Chair, Vice-Chair, and Secretary-Treasurer must sign the application. The following outlines the requirements to obtain Provisional Chapter Status.

One: Prepare a first year budget and list of events and three-year business plan for chapter growth. The business plan should outline a projected three-year budget and work plan.

Two: Prepare by-laws using the CNU Chapter By-law template, which may be downloaded from the chapter section of CNU's website. CNU's Chapter Coordinator and legal counsel must approve chapter by-laws and any amendments to the by-laws.

Three: In addition to the requirements outlined in Steps One and Two above, meet the following minimum requirements.

- 20 CNU members who agree to help build and sustain a strong chapter in their area and who pledge to become members of the Chapter. (They cannot become members until the 501 (c)(3) application is filed in a later stage.)
- An Executive Committee consisting of a Chair, Vice-Chair, and Secretary-Treasurer

-
- Commitment that within three months after approval as a Provisional Chapter, the chapter will provide CNU \$5,000 to help offset CNU costs of supporting chapters. An additional \$5,000 will be due within 15 months of approval of Full Chapter Status and annually each year thereafter for the life of the chapter.

Stage Two: Provisional Chapter

Step 1: CNU Approval of Provisional Chapter Status

Upon approval of the Application for Provisional Status, the chapter may begin to sponsor educational programs, in addition to networking activities focused on increasing chapter membership. Provisional Chapter Status is limited to an 18-month period. After 18 months, the Provisional Chapter must become a Full Chapter or revert to Organizing Committee Status. The following steps must be completed in order to become a full chapter.

Step 2: Complete Organizing Administrative and Legal Actions

The following actions must be completed prior to becoming a Full Chapter:

One: File incorporation papers with the state in which the chapter will be operating. Requirements for incorporation vary by state. Information may be obtained from the Secretary of State. If the chapter will be operating in more than one state, it should file incorporation papers in the state where the chapter's headquarters will be located and make such additional filings in other states as required by them to conduct activities as a foreign corporation. Typically, incorporation will require the following information:

- Chapter name
- General purposes
- Membership and directors as set forth in the by-laws
- Incorporators
- Registered agent
- Distribution of assets or property upon dissolution of the corporation
- A filing fee, which is the responsibility of the chapter

Once the incorporation papers have been filed, the chapter should proceed with electing a Board of Directors and officers and adopting by-laws.

Two: Obtain liability and Directors and Officers insurance, as outlined in Part III below (Chapter Administrative Policies).

Step 3: Submit Application for 501 (c)(3) Status

Each chapter is responsible for completing the 501(c)(3) application and may use the application template provided by CNU, a copy of which is contained in the Appendices to the Chapter Handbook. The IRS requires that new corporations file their application within 15 months of creation to insure the retroactive exemption to the date of creation, although an organization may obtain an extension of 12 additional months. The CNU 501 (c)(3) template contains the standard information that is consistent for all CNU chapters. IRS regulations allow the chapter to operate as a tax-exempt organization during the time that the application is under review by IRS, which means that a chapter may conduct chapter membership activities and accept donations subject to the legal requirements of the state in which the chapter is incorporated. CNU does not guarantee that the chapter's request for 501 (c)(3) status will be approved, although using the CNU-provided application template will improve the chances of approval.

Step 4: Achieve Full Chapter Membership Requirements of 100 Chapter Members

To become a Full Chapter, the chapter must have at least 100 chapter members. Membership materials and a sample membership solicitation letter may be obtained from the CNU Chapter Coordinator. The CNU Chapter Coordinator can also help the chapter identify successful techniques for recruiting new members. Samples of these techniques and of member benefits are listed in Part II (Membership). A chapter may engage in membership activities and accept donations after the 501 (c)(3) application is filed. Management of chapter memberships is subject to the provisions of Part II (Membership).

Step 5: Execute CNU-Chapter Agreement

The last step in becoming a Full Chapter is to execute the CNU-Chapter Agreement and to send the agreement to CNU for review and approval. The CNU-Chapter Agreement, a copy of which is contained in the Appendices of the Chapter Handbook, is the controlling legal document that governs the relationship between CNU and its chapters and prescribes what chapters can and cannot do. The agreement contains a description of the chapter's purposes, roles, and responsibilities and incorporates the requirements in the Chapter Handbook, including those for chapter membership, administration, and financial management. The agreement also sets out requirements for use of CNU's intellectual property and grounds for revocation of the agreement.

Intellectual Property: CNU's intellectual property includes its trademark terms, logo, copyrighted materials, names, programs or materials, and mailing lists. Chapters do not own CNU's intellectual property. Consequently, if the CNU-Chapter agreement is terminated, the chapter may no longer use CNU's intellectual property, including the CNU Chapter Logo, and may no longer refer to being a chapter of CNU. A chapter also may not give any other organization or third party the right to use CNU's intellectual property, and may not make any changes in the intellectual property without the written approval of CNU.

Grounds for Revocation: The Board of Directors of CNU may revoke the CNU-Chapter Agreement if the Board determines that revocation is in the best interest of CNU. If the Board determines that the Chapter Agreement for a chapter should be revoked, then the CNU Chapter Coordinator will deliver to the Chapter president or chair notice of impending revocation together with a statement of the reasons for the revocation. Within 20 days of receipt of the notice of revocation, the Chapter may submit to the CNU Chapter Coordinator a written response to the notice describing the reasons why the CNU-Chapter Agreement should not be revoked and the time frame and steps for correction of the conditions leading to the decision to revoke, if any are planned. Such a written response may include a request for an opportunity for Chapter representatives to appear before the Board to discuss the proposed revocation. Within 20 days of receipt of the Chapter's written response, the CNU Coordinator will advise the Chapter, in writing, whether (i) revocation will be postponed for a specified period to provide an opportunity to cure the conditions leading to the notice of revocation; (ii) revocation proceedings will be terminated, or (iii) revocation proceedings will continue (collectively, the "Determination"). The decision to terminate or postpone revocation proceedings is at the sole discretion of the Board. If the Chapter has requested an opportunity to be heard by the Board prior to revocation, then the Board or a committee of not less than five Board members shall meet with Chapter representatives at the Board's next scheduled meeting. Following such a meeting, the Board shall determine whether to change the Determination and shall advise the Chapter of its decision within 20 days of the Board meeting. In no event shall termination occur earlier than 60 days following the initial notice of impending revocation unless such immediate termination is necessary to protect CNU from the potential of material liability, in which case the Chapter Agreement may be immediately revoked and the procedures outlined above shall be followed in determining whether to reinstate the Agreement.

Stage Three: Full Chapter

In addition to the preceding steps to become a Full Chapter, the Provisional Chapter must have provided CNU the \$5,000 due within three months after approval as a Provisional Chapter and must reconfirm its commitment to provide the additional \$5,000 per year, as required by the Application for Provisional Status. Once this commitment is fulfilled and CNU approves and signs the CNU-Chapter Agreement, the Provisional Chapter submits a Request for Full Chapter Status certifying that its financial obligations to CNU have been met and that the steps outlined in Stage Two above have been completed.

After approval of the Request for Full Chapter Status, the Provisional Chapter becomes a Full Chapter and is eligible for the full range of CNU services, as described in Part IV (CNU Support Services), and may engage in advocacy activities, provided that those activities are consistent with the requirements of Part I (Chapter Purposes). At this point, the chapter may also begin to use CNU's intellectual property, including the CNU Chapter Logo. The agreement contains a clause that terminates the agreement should the chapter's 501 (c)(3) application not be approved by IRS. In this event, the chapter reverts to Provisional Chapter Status while the 501 (c)(3) application is re-filed. When the 501 (c)(3) application is approved, the chapter should determine if it is eligible under state law to apply for an exemption from state taxes, such as a sales tax, and should obtain information on lower postal rates available for 501 (c)(3) organizations.

PART VI: Chapter Administrative Policies

- | | |
|---|----------------------|
| ✓ | Annual Report |
| ✓ | Insurance |
| ✓ | Legal Considerations |
| ✓ | Students |

Annual Report

Provisional and Full Chapters are required to submit an Annual Report by February 1 of each year. The Annual Report consists of a Chapter Annual Compliance Checklist and an Annual Activity Report, both of which must be signed by the chapter Chair. Templates for these documents are available in the Appendices of the Chapter Handbook.

Chapter Annual Certification Form

Chapters are required to submit an Annual Certification Form, which is designed to help chapter leaders and CNU ensure that chapters comply with the minimum requirements for chapters, as outlined in the following:

Activities: Sponsored four planned programs or events in the areas of membership, education, networking, and outreach

Membership: Maintained a minimum of 20 members of a Provisional Chapter and 100 members of a Full Chapter who are also members of CNU

Meetings: Held an annual business meeting to elect a Board of Directors and officers, to adopt the annual work plan and budget for the new fiscal year, and to approve prior year activity and financial reports

Leadership: Elected an Executive Committee consisting of a Chair, Vice-Chair, and Secretary-Treasurer, and the Chair or Vice-Chair participated in CNU training for new officers and the annual Congress

Insurance: Maintained liability and Directors and Officers insurance, as required below in this Part

Legal: Complied with local, state, and federal laws and regulations governing nonprofit corporations, and submitted all legally required tax filings and corporate reports

Annual Reports: Submitted a copy of the Annual Report and Annual Financial Statement for the prior fiscal year;

Annual Financial Review: Completed an annual audit or some other level of financial review, as required in Part VII (Chapter Financial Management Policies)

Chapter Annual Activity Report

The Chapter Annual Activity Report supplements the information contained in the Annual Certification Form by describing prior year and planned activities related to the minimum requirements for chapters. The report serves as the archival record of the chapter. It also serves as a tool to help chapters set goals, keep CNU informed about chapter activities and accomplishments, promote the chapter within its region, and compare the chapter's work to other CNU chapters. The report is used by CNU to track and assess chapter activities and accomplishments, evaluate chapter viability, and identify areas for enhancement of CNU chapter services.

The Chapter Annual Activity Report must include copies of the year-end financial statement from the prior fiscal year; copies of any publications produced during the prior fiscal year, including printouts or electronic duplicates of the chapter website; and the annual budget and work plan for the new fiscal year. The narrative portion of the Chapter Activity Report must contain summary information on the topics described below.

Activities: Events in the areas of education, networking, and outreach for both the prior and new fiscal year

Membership: Information on the number of new chapter members recruited and membership activities completed in the prior fiscal year, and the goals and related activities for increasing chapter membership in the new fiscal year

Chapter Meetings: List of Board of Directors and Executive Committee meetings held in the prior fiscal year and planned for the new fiscal year

Leadership: List of Board members and officers and their addresses, phone numbers, and e-mail addresses for the new fiscal year

Communication: Description of the nature of contacts with media in the prior fiscal year and those planned for the new fiscal year

Insurance

As separate 501 (c)(3) corporations, chapters are required to maintain liability insurance in the amount of \$1,000,000 per occurrence with a \$2,000,000 aggregate. A chapter must also obtain Directors and Officers (D & O) insurance. CNU must be named as an additional insured on both policies, and the appropriate certificates of insurance must be forwarded to the CNU Chapter Coordinator. Liability and Directors and Officers insurance may be obtained from a local insurance agency.

Legal Considerations

A chapter must also comply with the CNU requirements for chapters, as described in the chapter's by-laws, the CNU-Chapter Agreement, and the Chapter Handbook. In addition, when using CNU intellectual property, a chapter must not only comply with the requirements set out in these documents, but must also comply with the requirements of any other licenses that CNU may provide the chapter from time to time for use of its intellectual property. In addition, chapters must stay current on and comply with all local, state, and federal laws, regulations, and reporting requirements for nonprofit corporations, and should obtain financial and legal counsel if needed.

As a part of this compliance, chapters should carefully review IRS requirements for 501 (c)(3) nonprofit organizations. These requirements include the following:

- The organization is not organized to make a profit.
- The organization is organized and operated exclusively for its designated purpose, which must be one or more of the purposes specified in Section 501 (c)(3).
- No part of the net earnings of the organization of any kind can inure to the benefit of any private shareholder or individual.

-
- The organization cannot participate in or intervene in any political activity on behalf of or in opposition to any candidates for public office. For example, a 501 (c)(3) organization may not solicit money for or make donations to a candidate for public office, distribute information for or against a candidate for public office, or work in some volunteer capacity for or against a candidate for public office.
 - No substantial (as defined by IRS) part of the activities of the organization may be for the purpose of influencing legislation, including direct and grass roots lobbying. The restrictions on lobbying in general do not apply to activities that are educational in nature and relate to monitoring and reporting on legislation.

The IRS also restricts a 501 (c)(3) organization in the amount of income that it may receive from engaging in commercial activities. Other restrictions relate to the amount of incidental income not related to the chapter's tax-exempt purpose, which is taxable as unrelated business income. If a chapter is considering conducting any type of business or commercial activity as a revenue source, or if it plans to engage in any type of lobbying-related activities, it should consult a certified public accountant or lawyer with an expertise in nonprofit organizations. The chapter should also obtain an understanding of requirements for filing local, state, and federal tax forms. In general, if a chapter's gross annual income exceeds certain levels, it will be required to file a Form 990 with the IRS. A Form 990-T is used to report any unrelated business income, which is taxed at corporate rates.

Students

Student chapters of CNU are required to coordinate activities and plans with a CNU member chapter in their area. Likewise, CNU chapters are expected to include students in their programs and services. Examples of chapter programs and services for students could include reduced membership rates for students, a student position on the executive committee or board, orientation sessions, and programs to connect with internships and jobs.

PART VII:

Chapter Financial Management Policies

A chapter is responsible for managing its financial affairs in accordance with generally accepted accounting principles. Chapter officers are responsible for how the chapter's funds are handled and for the fiscal management of chapter revenues and expenses. They must ensure that all state and federal tax filings are completed on time and that complete financial records are maintained as required by state and federal law. Specific financial management policies are described below.

- | | |
|---|-------------------------|
| ✓ | Revenue Sources |
| ✓ | Bank Accounts |
| ✓ | Budget |
| ✓ | Annual Financial Review |

Revenue Sources

Allowed revenue sources for chapters are events, sales of publications, memberships, sponsorships, and grants. The CNU Chapter Coordinator must approve the use of other revenue sources. Proposals for grants should be coordinated with the CNU Chapter Coordinator. This will avoid duplication of funding requests and allow CNU-chapter collaboration on grant applications to create stronger proposals.

Bank Accounts

The chapter should establish a bank account in the chapter's name. To establish a bank account, it is necessary to apply for a federal EIN number with the Internal Revenue Service. An EIN number is also required to purchase goods and services from some vendors. Chapter policies should identify the chapter officers who are authorized to sign checks (typically the chapter Chair, Vice-Chair, and Secretary-Treasurer), the number of signatures required on a check (many organizations require two signatures), and the dollar amount of checks that will require Executive Committee approval. All checks, payments, or money orders other than chapter membership must be payable to the chapter and not to CNU. Membership checks are payable to CNU, as set forth in Part II above (Membership).

Budget

The chapter budget should follow a calendar fiscal year to coincide with the fiscal year of CNU. The chapter treasurer is responsible for tracking and reporting on all revenues and expenditures for the chapter. A standard budget template for chapters is contained in the Appendices to the Chapter Handbook and may be downloaded from CNU's website. The chapter treasurer should prepare at a minimum quarterly and annual financial reports that compare planned and actual revenues and expenses. Monthly reports are recommended. The quarterly and annual reports should be sent to the chapter Executive Committee and to the CNU Chapter Coordinator, and should be made available to the chapter's members.

Annual Financial Review

Chapters are required to have an annual financial review of chapter finances. A chapter's Board of Directors should decide on the type of financial review based on the size of the chapter's annual budget. Unless a funding source requires policies that are more restrictive or unless the Board wants to be more restrictive, a chapter may use the following guidelines to determine the appropriate level of financial review.

Board Review: Chapters with annual budgets of less than \$20,000 should appoint an internal committee of Board members to conduct the annual financial review.

Financial Review: Chapters with annual budgets between \$20,000 and \$250,000 should obtain an annual financial Review by a certified public accountant.

Audit: Chapters with annual budgets in excess of \$250,000 should obtain an annual audit by a certified public accountant.

In addition, chapters are required to have a documented internal control system that provides the procedures and methods for safeguarding chapter assets, authorizing transactions, and insuring the completeness and accuracy of financial records.

PART VIII: Chapter Governance

- | | |
|---|---------------------|
| ✓ | Board of Directors |
| ✓ | Executive Committee |
| ✓ | Officers |
| ✓ | Committees |

Board of Directors

Purpose

The Board of Directors is responsible for overseeing the assets of the chapter and allocating its resources; establishing chapter goals; recruiting new members and leaders; hiring and supporting staff; assuring compliance with local, state, and federal regulations; providing an effective governance structure; organizing programs and activities; and promoting membership in the chapter.

Membership

A chapter may determine the number and composition of directors on the Board of Directors, provided that the minimum number of directors complies with requirements of the state in which the chapter is incorporated. Directors must be a member of the chapter and of CNU.

Election

The chapter's Organizing Committee appoints the original Board of Directors and establishes the initial method for the election and succession of directors. Typically, the term of office for a director is three years, and directors are eligible for reelection. Chapters may want to consider electing the initial Board with staggered terms so that no more than a third of the directors' terms expire in any one year.

Vacancies

If a position on the Board becomes vacant before expiration of its term due to resignation or other reason, the chapter chair may nominate for Board approval a replacement to fill the unexpired portion of the term.

Compensation

Directors may not receive compensation for their services, although a chapter may decide to reimburse directors for expenses incurred in attending a meeting of the Board of Directors.

Voting

Unless otherwise required by state law or chapter by-laws, the act of a majority of the Board of Directors present at a meeting shall be considered an act of the Board of Directors, and a majority of the Board constitutes a quorum for any meeting.

Removal

A director may be removed by two-thirds vote of the Board. The Board may remove a director for missing two meetings.

Policies and Procedures

Chapter boards may establish their own policies and procedures, provided that they are consistent with the by-laws of CNU.

Meetings

The Board of Directors of each CNU chapter is required to have an annual meeting in January of each year. The annual meeting may be a part of or separate from regular chapter meetings. The purpose of the annual meeting is to elect new directors to fill vacancies on the Board of Directors; elect the Executive Committee and chapter officers; review the prior fiscal year activity and financial reports; and approve the annual work plan and budget for the new fiscal year. The Board of Directors of a chapter may schedule other regular and special meetings as required to carry out the business of the chapter. All meetings of the Board must comply with state law.

Executive Committee

The chapter Executive Committee consists of the officers of the corporation and such other persons as the Board of Directors may designate. The Executive Committee has the authority as is usual and necessary to act for the Board of Directors.

Officers

Offices

Chapter officers must include, at a minimum, a Chair, Vice-Chair, and Secretary-Treasurer. Chapters may provide for additional officers as needed.

Election

Officers of the chapter are elected by the Board of Directors at its annual meeting in January.

Qualifications

Officers must be members of the chapter and of CNU.

Responsibilities

Chair: The Chair is the chapter's chief executive officer unless otherwise directed by the Board of Directors. Responsibilities of the Chair include presiding over Board and chapter meetings, appointing members to committees, serving as the spokesperson for the chapter, developing new chapter leadership, promoting chapter membership, and regularly communicating with chapter members and with CNU. The Chair is required to attend chapter leadership training conducted as a part of the February meeting of the CNU Board of Directors, the annual Congress, and meetings of chapter chairs.

Vice-Chair: The Vice-Chair works with the Chair to carry out the goals of the chapter and serves in the absence of the Chair. The Vice-Chair may oversee the chapter's strategic planning process or other assignments delegated by the Chair. The Vice-Chair is encouraged to attend chapter leadership training conducted as a part of the February meeting of the CNU Board of Directors and to participate in the annual Congress.

Secretary-Treasurer: A chapter may have one person serve in both capacities or may divide these functions into two separate offices. The secretarial responsibilities are to keep the minutes of the Board of Directors and Executive Committee meetings, serve as the custodian of the corporate records, maintain a current mailing list of the directors, and see that all notices of meetings are given

in accordance with the chapter's by-laws and applicable state law. The chapter treasurer is responsible for all funds and securities of the chapter, handling and maintaining a permanent record of all financial transactions, overseeing the budgeting process, ensuring and reporting on an independent annual audit or financial Review, and providing financial reports required by the Board of Directors. A chapter may require that the person fulfilling the role of chapter treasurer give a bond as security for the proper performance of duties.

Committees

The chapter's Board of Directors may create such standing or special purpose committees as may appear necessary for the effective management of the corporation and for accomplishing the goals and objectives of the chapter. The types of committees and their membership will vary with the size and focus of a chapter. Examples of standing committees include the following:

Nominations

A chapter nominating committee identifies and nominates candidates for the Board and for chapter offices. An important part of such a committee's work would be to focus on developing and maintaining strong chapter leadership.

Program

Program committees typically are responsible for developing ideas and plans for chapter events and meetings that provide opportunities for education, networking, and outreach.

Finance

Functions of a finance committee include overseeing the management of the chapter's assets, working with the treasurer to develop the annual budget, and planning fundraising events and programs.

Communications

This committee would be responsible for developing a comprehensive communications program. Members of the committee could include representatives of different types of media outlets and individuals who have an expertise in communications and public relations.

Appendices

CNU History, Mission, and Structure

History

The Congress for the New Urbanism (CNU) is a San Francisco based nonprofit organization. It was founded in 1993 by a group of architects who had each worked for years to create buildings, neighborhoods, and regions that provide a high quality of life for all residents, while protecting the natural environment. Informed by previous movements to shape cities and towns, they came together to form an organization to promote a comprehensive alternative to urban sprawl through the creation of enduring, more livable cities and towns. They called this new organization the Congress for the New Urbanism (CNU). The name was selected for the Congresses CNU sponsors, annual gatherings that bring together members for the sharing and discussion of best practices in New Urbanism.

CNU held its first annual Congress in 1993 in Alexandria, Virginia. An unanticipated 100 people attended, demonstrating that the issues of the New Urbanism were important and widely discussed. Over the next three annual Congresses, participants developed what eventually became the Charter for the New Urbanism. The Charter, which was ratified in 1996 at the fourth annual Congress in Charleston, South Carolina, defines the beliefs and principles of the New Urbanism. Its preamble sums up the movement's agenda: "Communities should be designed for the pedestrian and transit as well as the car; cities and towns should be shaped by physically defined and universally accepted public spaces and community institutions; urban places should be framed by architecture and landscape design that celebrate local history, climate, ecology, and building practices."

Since its founding, CNU has carried out this agenda through two primary functions. First, it has advanced the practice of the New Urbanism through professional education and networking, including its annual Congresses. Second, it has helped create a more fertile field for New Urbanist development and planning through political advocacy. As a result currently there are over 400 New Urbanist developments of 15 acres or larger built or under construction in the United States. In addition to these developments are the many mixed-used infill and redevelopment projects designed in accordance with the Charter of the New Urbanism.

Now in its eleventh year, CNU has grown to encompass over 2,300 professionals throughout the United States and around the world. Members come from a diverse set of disciplines, including design, development, finance, environment, social equity, and education, as well as from government. Today, the organization serves as a national leader, pushing an aggressive agenda of urban investment, environmental sustainability, and diversity in housing and transportation choices. It has helped to shape a national conversation about the consequences of growth, and it has helped bring to life an alternative vision for community development and regional sustainability, all based on the Charter of the New Urbanism. Demonstrating the growth of CNU, some 1,200 people attended the 2002 10th Anniversary Congress in Miami Beach.

Mission

As outlined in the preamble to our Charter, CNU advocates the restructuring of public policy and development practices to support the restoration of existing urban centers and towns within coherent metropolitan regions.

We stand for the reconfiguration of sprawling suburbs into communities of real neighborhoods and diverse districts, the conservation of natural environments, and the preservation of our built legacy.

Rebuilding neighborhoods, cities, and regions is profoundly interdisciplinary. We believe that community economics, environment, and design need to be addressed simultaneously through urban design and planning.

We work with architects, developers, planners, and others involved in the creation of cities and towns, teaching them how to implement the principles of the New Urbanism. These principles include coherent regional planning, walkable neighborhoods, and attractive, accommodating civic spaces.

Structure

Governance and Staff

A 20 member Board of Directors, seven of whom were co-founders of CNU, governs CNU. The Board meets twice yearly to oversee the work of the organization and to provide policy direction. A six-member professional staff carries out the work of CNU. Staff positions include an Executive Director, Communications Director, Director of Policy and Research, and a Project Manager.

Initiatives

Initiatives are one of the easiest ways for members to become actively involved in the day-to-day activities of CNU. CNU's various Task Forces orchestrate many of these initiatives. Task Forces are where CNU members join together to create publications and events to advance the state of the art in urbanism. Task Force projects are selected via review by the CNU office, and have associated timelines with projected end results. The Task Forces are Design, Development and Project Implementation, Educators, Environment, Planner, and Transportation. Task Force Reports, the periodic newsletter of Task Force activities, is available on CNU's website) at CNU Reports.

In addition to the work of the Task Forces, CNU's initiatives include those with the goal of forging alliances with other groups. One such initiative was a joint initiative between CNU and the American Planning Association to develop a code handbook. Other initiatives foster research, such as the Greyfields Mall Study. CNU's current initiatives are listed on the CNU website. CNU members with an idea that needs development, insight, or synthesis may submit suggestions for new initiatives to CNU. Information on CNU's initiatives is available on its website (www.cnu.org).

Annual Congress

CNU's largest event each year is the annual Congress. The Congress is a comprehensive educational event for people interested in building or restoring walkable, mixed-use neighborhoods. The meetings provide CNU's diverse members, including architects, landscape architects, planners, economists, real estate agents and developers, lawyers, government officials, educators, citizen activist, and students, the opportunity to converse and to teach one another how to develop more healthy and vital regions, towns, and neighborhoods.

Charter Awards

A highlight of the Congress is the presentation of CNU's Charter Awards. The annual program recognizes and celebrates the projects that best comply with the Charter for the New Urbanism. Unlike most architecture and planning awards, the Charter recognizes excellence at all scales of urban design, from the building to the region. The Charter Awards jury considers how a building fits into its neighborhood, how a neighborhood fits into its region, and how well a region is being planned. The geographic scales for the award are consistent with the three scales for urban development described in the Charter – the region; the neighborhood, district, and corridor; and the block, street, and building.

Resources

CNU's high quality publications, videotapes, CD-ROMS, and other educational materials are a major resource of the organization. CNU also has a newsletter called the New Urban News. Its on-line resources include:

- A Bookstore that sells books, reports, posters, a video catalog, and slideshow and PowerPoint presentations;
- A Bibliography that lists books and publications suggested by members;
- An Imagebank that demonstrates the principles and potential of the New Urbanism;
- Job listings that are free to CNU members;
- A list of Requests for Proposals (RFPs);
- A speakers' Bureau that lists CNU members from coast to coast who will speak to an audience.

Charter of the New Urbanism

The Congress for the New Urbanism views disinvestment in central cities, the spread of placeless sprawl, increasing separation by race and income, environmental deterioration, loss of agricultural lands and wilderness, and the erosion of society's built heritage as one interrelated community-building challenge.

We stand for the restoration of existing urban centers and towns within coherent metropolitan regions, the reconfiguration of sprawling suburbs into communities of real neighborhoods and diverse districts, the conservation of natural environments, and the preservation of our built legacy.

We recognize that physical solutions by themselves will not solve social and economic problems, but neither can economic vitality, community stability, and environmental health be sustained without a coherent and supportive physical framework.

We advocate the restructuring of public policy and development practices to support the following principles: neighborhoods should be diverse in use and population; communities should be designed for the pedestrian and transit as well as the car; cities and towns should be shaped by physically defined and universally accessible public spaces and community institutions; urban places should be framed by architecture and landscape design that celebrate local history, climate, ecology, and building practice.

We represent a broad-based citizenry, composed of public and private sector leaders, community activists, and multidisciplinary professionals. We are committed to reestablishing the relationship between the art of building and the making of community, through citizen-based participatory planning and design.

We dedicate ourselves to reclaiming our homes, blocks, streets, parks, neighborhoods, districts, towns, cities, regions, and environment.

We assert the following principles to guide public policy, development practices, urban planning, and design.

The region: Metropolis, city and town

1. Metropolitan regions are finite places with geographic boundaries derived from topography, watersheds, coastlines, farmlands, regional parks, and river basins. The metropolis is made of multiple centers that are cities, towns, and villages, each with its own identifiable center and edges.
2. The metropolitan region is a fundamental economic unit of the contemporary world. Governmental cooperation, public policy, physical planning, and economic strategies must reflect this new reality.
3. The metropolis has a necessary and fragile relationship to its agrarian hinterland and natural landscapes. The relationship is environmental, economic, and cultural. Farmland and nature are as important to the metropolis as the garden is to the house.
4. Development patterns should not blur or eradicate the edges of the metropolis. Infill development within existing urban areas conserves environmental resources, economic investment, and social fabric, while reclaiming marginal and abandoned areas. Metropolitan regions should develop strategies to encourage such infill development over peripheral expansion.
5. Where appropriate, new development contiguous to urban boundaries should be organized as neighborhoods and districts, and be integrated with the existing urban pattern. Noncontiguous development should be organized as towns and villages with their own urban edges, and planned for a jobs/housing balance, not as bedroom suburbs.
6. The development and redevelopment of towns and cities should respect historical patterns, precedents, and boundaries.
7. Cities and towns should bring into proximity a broad spectrum of public and private uses to support a regional economy that benefits people of all incomes. Affordable housing should be distributed throughout the region to match job opportunities and to avoid concentrations of poverty.
8. The physical organization of the region should be supported by a framework of transportation alternatives. Transit, pedestrian, and bicycle systems should maximize access and mobility throughout the region while reducing dependence upon the automobile.
9. Revenues and resources can be shared more cooperatively among the municipalities and centers within regions to avoid destructive competition for tax base and to promote rational coordination of transportation, recreation, public services, housing, and community institutions.

The neighborhood, the district, the corridor

1. The neighborhood, the district, and the corridor are the essential elements of development and redevelopment in the metropolis. They form identifiable areas that encourage citizens to take responsibility for their maintenance and evolution.
2. Neighborhoods should be compact, pedestrian-friendly, and mixed-use. Districts generally emphasize a special single use, and should follow the principles of neighborhood design when possible. Corridors are regional connectors of neighborhoods and districts; they range from boulevards and rail lines to rivers and parkways.
3. Many activities of daily living should occur within walking distance, allowing independence to those who do not drive, especially the elderly and the young. Interconnected networks of streets should be designed to encourage walking, reduce the number and length of automobile trips, and conserve energy.
4. Within neighborhoods, a broad range of housing types and price levels can bring people of diverse ages, races, and incomes into daily interaction, strengthening the personal and civic bonds essential to an authentic community.
5. Transit corridors, when properly planned and coordinated, can help organize metropolitan structure and revitalize urban centers. In contrast, highway corridors should not displace investment from existing centers.
6. Appropriate building densities and land uses should be within walking distance of transit stops, permitting public transit to become a viable alternative to the automobile.
7. Concentrations of civic, institutional, and commercial activity should be embedded in neighborhoods and districts, not isolated in remote, single-use complexes. Schools should be sized and located to enable children to walk or bicycle to them.
8. The economic health and harmonious evolution of neighborhoods, districts, and corridors can be improved through graphic urban design codes that serve as predictable guides for change.
9. A range of parks, from tot-lots and village greens to ballfields and community gardens, should be distributed within neighborhoods. Conservation areas and open lands should be used to define and connect different neighborhoods and districts.

The block, the street, the building

1. A primary task of all urban architecture and landscape design is the physical definition of streets and public spaces as places of shared use.
2. Individual architectural projects should be seamlessly linked to their surroundings. This issue transcends style.
3. The revitalization of urban places depends on safety and security. The design of streets and buildings should reinforce safe environments, but not at the expense of accessibility and openness.
4. In the contemporary metropolis, development must adequately accommodate automobiles. It should do so in ways that respect the pedestrian and the form of public space.
5. Streets and squares should be safe, comfortable, and interesting to the pedestrian. Properly configured, they encourage walking and enable neighbors to know each other and protect their communities.
6. Architecture and landscape design should grow from local climate, topography, history, and building practice.
7. Civic buildings and public gathering places require important sites to reinforce community identity and the culture of democracy. They deserve distinctive form, because their role is different from that of other buildings and places that constitute the fabric of the city.
8. All buildings should provide their inhabitants with a clear sense of location, weather and time. Natural methods of heating and cooling can be more resource-efficient than mechanical systems.
9. Preservation and renewal of historic buildings, districts, and landscapes affirm the continuity and evolution of urban society.

Chapter Organizing Checklist

The following checklist summarizes the stages that must be completed in order to create a chapter of CNU. The checklist should be used as a companion to the CNU Chapter Handbook.

Organizing Committee

1. Create an Organizing Committee made up of 10 CNU members
 - Review requirements for chapter
 - Assess chapter feasibility
 - Decide on chapter purpose, structure, objectives, and geographic scope

2. Register as a Chapter Organizing Committee with CNU
 - Contact CNU Chapter Coordinator to express the intent to create a chapter
 - Submit Petition for Chapter Organizing Committee Status
 - Hold conference call with the CNU Chapter Coordinator to review organizing steps

3. CNU approval of Chapter Organizing Committee Status, which means the Organizing Committee:
 - May hold networking events
 - May not use the CNU-Chapter logo and other intellectual property, unless expressly approved by CNU on a case-by-case basis

4. Submit Application for Provisional Chapter Status
 - Prepare first year budget and list of events, three-year business plan, and by-laws
 - Obtain 20 CNU members who agree to become chapter members Create an Executive Committee consisting of a Chair, Vice-Chair, and Secretary-Treasurer
 - Agree to provide CNU \$5,000 within three months after approval as a Provisional Chapter and additional \$5,000 within 15 months after becoming a Full Chapter and for each year thereafter

Provisional Chapter

1. CNU approval of Provisional Chapter Status, which means the Provisional Chapter:
 - May hold educational events, in addition to networking events to increase chapter membership
 - Is eligible to receive CNU funding to attend the annual Chapter Chair leadership training and the annual Congress
 - May not use the CNU-Chapter Logo and CNU's other intellectual property, unless expressly approved by CNU on a case-by-case basis

2. Complete administrative and legal actions to become a Full Chapter
 - File incorporation papers
 - Elect a Board of Directors and officers and adopt by-laws
 - Obtain liability and Directors and Officers insurance

3. Submit 501 (c)(3) application

4. Achieve Full Chapter membership requirements of 100 chapter members

5. Execute CNU Chapter Agreement

Full Chapter

1. Submit a Request for Full Chapter Status, which requires that the chapter has provided CNU:
 - Copies of the chapter's articles of incorporation, Board of Directors list, liability and Directors and Officers insurance, 501 (c)(3) application, and executed CNU-Chapter Agreement
 - A list of chapter members (100 minimum)
 - The \$5,000 due within three months after approval of Provisional Chapter Status and confirmation that an additional \$5,000 will be given to CNU within 15 months after approval of Full Chapter Status and for each year thereafter for the life of the chapter

2. CNU approval of CNU-Chapter Agreement, which means the Full Chapter:
 - May engage in advocacy activities related to local policies, provided that those activities are in compliance with Part I of the Chapter Handbook (Chapter Purposes)
 - Is eligible to receive CNU funding to attend the annual Chapter Chair leadership training and the annual Congress
 - May use the CNU-Chapter Logo and other intellectual property

Petition for Chapter Organizing Committee Status

The designated leader of the Chapter Organizing Committee must sign the Petition for Chapter Organizing Committee Status. Return instructions are at the end of this form.

- 1.** The members of our Organizing Committee (minimum number 10) are listed below. Each Organizing Committee member is a member of CNU.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

- 2.** Our chapter will carry out the following roles. (Select from Part I of the Chapter Handbook.)

- 3.** Our initial chapter objectives are as follows. (List objectives for the first year. Objectives must be consistent with Chapter Purposes.)

4. The following describes the structure of our chapter.

5. Our chapter will encompass the following geographic area.

6. The following summarizes the types of commitments made to help create and expand the Organizing Committee.

Signed by: _____

Date: _____

Chapter Name: _____

Please return this form by email or mail to:
The Congress for the New Urbanism • Attn: CNU Chapter Coordinator
5 Third Street, Suite 725 • San Francisco, CA 94103
cnuinfo@cnu.org

If you have questions regarding the completion of this form, please contact the CNU Chapter Coordinator at 415-495-2255. Copies of the form may be downloaded from CNU's website: www.cnu.org

APPLICATION FOR PROVISIONAL CHAPTER STATUS

*The Chair, Vice-Chair, and Secretary-Treasurer must sign the Application for Provisional Chapter Status.
Return instructions are at the end of this form.*

1. We have prepared the following documents and they are included with this application.
(Please put a check mark next to each item included with this application.)
 - Annual Budget
 - List of Annual Events
 - Three-Year Business Plan
 - By-Laws
2. Yes, a list of the 20 CNU members who have agreed to build our chapter and become members is attached to this application.
3. Our Executive Committee for the year _____ will be composed of the following CNU members.
 - Chair — _____
 - Vice-Chair — _____
 - Secretary-Treasurer — _____
4. Yes, we commit that within three months after approval of our Provisional Chapter, our Chapter will provide CNU \$5,000 and that an additional \$5,000 will be paid to CNU within 15 months after approval of Full Chapter Status and for each year thereafter for the life of the chapter.

Signed by:

Provisional Chapter Chair _____

Provisional Chapter Vice-Chair _____

Provisional Chapter Secretary-Treasurer _____

Date: _____

Chapter Name: _____

Please return this form by email or mail to:
The Congress for the New Urbanism • Attn: CNU Chapter Coordinator
5 Third Street, Suite 725 • San Francisco, CA 94103
cnuinfo@cnu.org

If you have questions regarding the completion of this form, please contact the CNU Chapter Coordinator at 415-495-2255. Copies of the form may be downloaded from CNU's website: www.cnu.org

Request for Full Chapter Status

To complete this form, please put a check mark before each paragraph that applies. The Chair, Vice-Chair, and Secretary-Treasurer of the chapter must sign the Request for Full Chapter Status. Return instructions are at the end of this form.

1. We filed our chapter's articles of incorporation papers with the state(s) of _____ on _____ (date) and a copy is attached.
2. We have elected a Chapter Board of Directors for the year _____ and a list of these Directors is attached.
3. We have obtained liability and Directors and Officers insurance, as required by Part VI of the CNU Chapter Handbook. Copies of these policies are attached.
4. We filed our 501(c)(3) application on _____ (date) and a copy is attached.
5. We have 100 members in our chapter, and a list of chapter members is attached. Each of these members is also a member of CNU.
6. We have executed the CNU-Chapter Agreement, and two originals of the signed agreement are attached.
7. We have fulfilled our commitment to provide CNU \$5,000 within three months after approval of our Provisional Chapter Status, and reconfirm our commitment to provide CNU an additional \$5,000 within 15 months after approval of Full Chapter Status and for each year thereafter for the life of the chapter.

Signed by:

Provisional Chapter Chair _____

Provisional Chapter Vice-Chair _____

Provisional Chapter Secretary-Treasurer _____

Date: _____

Chapter Name: _____

Please return this form by email or mail to:
The Congress for the New Urbanism • Attn: CNU Chapter Coordinator
5 Third Street, Suite 725 • San Francisco, CA 94103
cnuinfo@cnu.org

If you have questions regarding the completion of this form, please contact the CNU Chapter Coordinator at 415-495-2255. Copies of the form may be downloaded from CNU's website: www.cnu.org

CNU Services

CNU Services	Organizing Committee	Provisional Chapter	Full Chapter
Information	Yes	Yes	Yes
Technical assistance	Yes, via phone	Yes, via phone & chapter visits	Yes, via phone & chapter visits
Chapter link on CNU website	Yes	Yes	Yes
Chapter Leader E-mail List	Yes	Yes	Yes
Chapter chair attend annual Congress	Yes, at Organizing Committee expense	Yes, CNU pays expenses if needed	Yes, CNU pays expenses if needed
Chapter chair attends annual leadership training	Yes, at Organizing Committee expense	Yes, CNU pays expenses if needed	Yes, CNU pays expenses if needed
Chapter chair may be nominated to represent chapters on CNU's Board	No	Yes	Yes
CNU provides templates	Yes	Yes	Yes
Use of CNU-Chapter logo	No	No	Yes
Process chapter membership	No, no chapter members	Yes, once 501 (c)(3) application filed	Yes

Chapter Annual Certification Form

To complete this form, please put a check mark before each paragraph that applies. The chapter Chair must sign the Annual Certification Form and send it to the CNU Chapter Coordinator by February 1 of each year with the Chapter Annual Activity Report. Return instructions are at the end of this form.

1. Yes, our chapter held four events in the areas of membership, networking, education, and outreach, and they are described in the Chapter Annual Activity Report.
2. Yes, our chapter maintained the minimum number of members for the past year, as indicated in the space below.
 - Provisional Chapter (minimum of 20 required)
 - Full Chapter (minimum of 100 required)
3. Yes, our chapter held an annual business meeting on _____ (date) and elected a Board of Directors, officers, annual work plan, and budget for the next fiscal year, and approved the chapter's prior year activity and financial reports. A copy of each of these documents is contained in the Chapter Annual Activity Report.
4. Yes, our chapter elected an Executive Committee, and the _____ (fill in if Chair or Vice-Chair) participated in the CNU training for new officers and attended the annual Congress.
5. Yes, our chapter maintained liability and Directors and Officers Insurance, as required in Part VI of the CNU Chapter Handbook.
6. Yes, our chapter complied with all local, state, and federal laws and regulations governing nonprofit corporations and with all legally required tax filings and corporate report.
7. Yes, copies of our Chapter Annual Report and Annual Financial Statement are contained with our Chapter Annual Activity Report.
8. Yes, our chapter completed and submitted to CNU an annual financial _____ (indicate if an audit or financial review), as required by Part VII of the CNU Chapter Handbook.

Signed by: _____

Date: _____

Chapter Name: _____

Please return this form by email or mail to:
The Congress for the New Urbanism • Attn: CNU Chapter Coordinator
5 Third Street, Suite 725 • San Francisco, CA 94103
cnuinfo@cnu.org

If you have questions regarding the completion of this form, please contact the CNU Chapter Coordinator at 415-495-2255. Copies of the form may be downloaded from CNU's website: www.cnu.org

Chapter Annual Activity Report

The chapter Chair must sign the Annual Activity Report and send it to the CNU Chapter Coordinator by February 1 of each year with the Chapter Annual Certification Form. Return instructions are at the end of this form.

The Chapter Annual Activity Report supplements the information contained in the Annual Certification Form by describing prior year and new fiscal year activities related to the minimum requirements for chapters. The report serves as the archival record of the chapter. It also serves as a tool to help chapters set goals, keep CNU informed on chapter activities and accomplishments, promote the chapter within its region, and compare the chapter's work to other CNU chapters.

1. Activities

List and provide a short description of your education, networking, and outreach events for the prior and new fiscal years.

Prior Fiscal Year

Use the following format for each prior fiscal year event you describe.

Title _____

Date _____

Attendance _____

Type of event (education, networking, or outreach) _____

Description _____

Outcomes (if applicable) _____

New Fiscal Year

Use the following format for each new fiscal year event you describe.

Title _____

Anticipated date _____

Target attendance _____

Type of event (education, networking, or outreach) _____

Description _____

Anticipated outcomes _____

2. Membership

Prior Fiscal Year

Part A: *Fill in the information indicated below.*

Membership goal: New Members _____ Renewing Members _____

Actual membership: New Members _____ Renewing Members _____

Part B: *List and provide a short description of your membership activities, using the following format:*

Type of activity _____

Date of activity _____

Target membership goal _____

Actual membership achieved _____

Description _____

New Fiscal Year

Part A: *Fill in the information below.*

Membership goal: New Members _____ Renewing Members _____

Part B: *List and provide a short description of your membership activities, using the following format:*

Type of activity _____

Anticipated date of the activity _____

Target membership goal _____

Description _____

3. Chapter Meetings

Provide information on meetings of the Board of Directors, Executive Committee, and chapter committees, using the categories listed below.

Prior Fiscal Year

List each meeting, using the following format:

Type of Meeting _____

Date of Meeting _____

New Fiscal Year

List each meeting, using the following format:

Type of Meeting _____

Date of Meeting _____

4. Leadership

Part A: *List members of the Board of Directors and officers for the new fiscal year, providing the following information for each person listed.*

Board of Directors

Name _____

Address _____

Phone number _____

Email Address _____

Officers

Name _____

Address _____

Phone number _____

Email address _____

Part B: *List and describe committees planned for the new fiscal year, using the following format:*

Committee Name _____

Summary of Committee's Scope _____

Part C: *Please put a check mark before each of the following items that applies.*

- Conduct annual chapter leadership training
- Sponsor a nominating committee to identify future leaders
- Conduct regular Board and Executive Committee meetings
- Have a succession plan for leadership
- Send representatives to the annual Congress

5. Communications

Part A: Describe in the space below your chapter's contacts with media and other communications programs for the prior and new fiscal year. Please include copies of media articles on the work of your chapter.

Prior Fiscal Year

New Fiscal Year

Part B: Please put a check mark before each of the following items that applies.

- Publish a chapter newsletter
- Sponsor a chapter Communications Committee
- Have a designated public relations liaison
- Publish an annual calendar of events
- Have a website linked to CNU's website
- Publish articles in local publications
- Have a promotional brochure describing the chapter
- Sponsor regular meetings with the media
- Invite media to chapter events
- Serve as a resource on the New Urbanism for media and the community
- Sponsor a speakers bureau
- Distribute information on chapter meetings

This ends the narrative portion of the Annual Activity Report. To complete the report, please use the checklist below to indicate that you have enclosed the required supporting documents.

- Year-End Financial Statement
- Copies of prior year publications
- Annual Budget and Work Plan for the new fiscal year

Signed by: _____

Date: _____

Chapter Name: _____

Please return this form by email or mail to:
The Congress for the New Urbanism • Attn: CNU Chapter Coordinator
5 Third Street, Suite 725 • San Francisco, CA 94103
cnuinfo@cnu.org

If you have questions regarding the completion of this form, please contact the CNU Chapter Coordinator at 415-495-2255. Copies of the form may be downloaded from CNU's website: www.cnu.org

Annual Budget

Chapters should use the following budget as the basis for creating a chapter budget. Additional income or expense lines may be added as needed.

Jan.-Dec. 200__	
Income	
Contracts	
Event Fees	
Grants-Foundation	
Grants-Government	
Sponsorships	
Interest	
Membership Dues	
Miscellaneous Revenue	
Publication Revenue	
Reimbursed Expenses	
Total Income	
Gross Profit	
Expenses	
Books/Publications	
Catering	
Contract Services/Consultants	
Equipment	
Facilities	
Insurance	
Legal/Accounting	
Meals/Entertainment	
Other Expenses	
Payroll	
Postage	
Presentation Materials	
Printing	
Recording/Audio Visual	
Rent	
Reproduction	
Supplies	
Telephone/Web Service	
Travel/Lodging	
Website	
Total Expenses	
Net Income	