URISA Chapter Leaders Manual v1.3

R E V I S I O N H I S T O R Y

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SECTION 1: INTRODUCTION

URISA has more than twenty states, provincial, and regional Chapters. Chapter meetings, workshops, conferences, and social events occur regularly throughout the United States and Canada.

This manual contains the requirements for starting and running a regional Chapter or local section of a Chapter. It also presents techniques that have proved successful in URISA Chapters over the last decade.

Starting or supporting a local URISA Chapter allows individuals to experience the benefits of URISA, in a more intimate, year-round environment. URISA Chapters benefit the geographic areas they serve by helping local professionals meet the needs of area residents. Chapters also attract new members to URISA through local meetings, giving added breadth and strength to the organization.

In 1992, URISA established a Chapter Relations Committee to promote the health and growth of regional Chapters. This Committee continues on today.

URISA INTERNATIONAL

Founded in 1963, URISA - The Association for GIS Professionals - is a leading provider of learning and knowledge for the GIS community. URISA connects great ideas and great people to inspire leadership and achievement. We strive to provide exceptional educational experiences, a vibrant and connected community, and the essential resources GIS Professionals need to be successful in their career.

For details about current URISA International activities and programs, visit http://www.urisa.org.

MISSION

URISA promotes the effective and ethical use of spatial information and information technologies for the understanding and management of urban and regional systems.

VISION

1. To lead and be a key partner in advancing the effective use of spatial information and geographic information technologies (especially geographic information systems) across a wide range of disciplines for the understanding and management of urban and regional systems, and to focus on issues, create policies, and define standards related thereto.
2. To offer opportunities for professional camaraderie, education, exchange, service, advancement, and recognition.
3. To create and disseminate high-quality professional education materials.
4. To increase URISA's membership, and to extend URISA's influence beyond the United States, Canada and the Caribbean.
5. To secure URISA's long-term financial stability.
6. To foster strong chapters, and establish mutually beneficial relationships with allied organizations.
7. To provide for sound, responsive Association management by relying on member volunteers for subject expertise and overall association direction, and professional staff for administrative, business, and conference management expertise.

URISA International Leadership - http://www.urisa.org/about/leadership

URISA is led by an elected volunteer Board of Directors. Each year, URISA members elect a President and three directors to the URISA Board. Terms are three years in duration and begin at the close of that year's annual conference. Presidential terms consist of one year as President-elect, one year as President, and one year as Immediate Past President.

The Board has established multiple committees which have varying responsibilities including leadership development, education and outreach, chapter relations, conference planning, and more. These committees each have a Chair and report to the Board of Directors.

The day to day operations of URISA are overseen by our Executive Director. The Executive Director and staff coordinate the various URISA sponsored Conferences and programs, support the URISA Board and committees,

and are available to provide services and advice to the local chapters. Services may include such items as incorporation and tax assistance to full conference management. A comprehensive list of services is available at (*http://www.urisa.org/chapters/essentials)* or by contacting URISA's Executive Director.

URISA CHAPTER RELATIONS COMMITTEE (CRC)

In 1992, URISA established a Chapter Relations Committee to promote the health and growth of regional Chapters. Note that URISA Chapters are primarily volunteer-driven with support from URISA International and the CRC.

MISSION

The Chapter Relations Committee (CRC) is the liaison between URISA International and its Chapters. The CRC has five specific responsibilities which are as follows:

1. To maintain contact with active Chapters (through email, phone calls, etc.)
2. To provide information and assistance requested by Chapter Leaders, support new Chapter development, and evaluate requests for affiliate status.
3. To communicate Chapter needs to the URISA Board, and recommend Board actions.
4. To train and support Chapter leaders by conducting the annual Chapter Leaders Forum and maintaining the Chapter Leaders Manual.
5. To issue the Outstanding Chapter Award (annual award to recognize innovation, education, outreach, and community impact).

The CRC has the following Responsibilities to the URISA International Board:

1. To provide feedback from their Chapters regarding initiatives brought forward.
2. To get questions or concerns from their Chapters resolved in a positive and timely fashion.

COMMITTEE STRUCTURE

CRC representatives are appointed from candidates who have had Chapter leadership experience. The committee position is a three-year term. The CRC consists of six Chapter representatives. Two members rotate off the Committee each year. Each member is assigned a region that may consist of a number of Chapters.

The Committee holds monthly conference calls and meets prior to and following the Chapter Leaders Forum at the Annual Conference. URISA International funds some of the costs associated with CRC meetings.

Chapter leaders interested in serving on the CRC should notify their CRC representatives.

SECTION 2: STARTING A NEW CHAPTER ("Organizing Status")

URISA has been highly successful representing and supporting the GIS profession and professional on the international, national, and local level. The key to this success has always been our local chapters. No one knows better what issues are important, what educational offerings are needed, or where the trends are heading than the GIS Professionals that are out there on a daily basis putting this technology into use. Through its network of Local Chapters and International Leadership, URISA is able to make its decades of experience in the integration of technologies and spatially enabling the enterprise, and the knowledge of our network of professionals available to all our members.

There are areas (states, provinces, countries, regions) that are currently not served by an established URISA chapter. This section of the Manual provides an overview of how you can help organize a new chapter to serve your local area. Your new URISA chapter will be able to provide high quality professional education through URISA certified workshops, foster communications among IT/GIS management professionals in your area, and offer opportunities to contribute to the growth of the profession.

The first step is to contact URISA's Executive Director to find out if there is already a group of URISA International members that is contemplating organizing a local chapter and to discuss the overall process. URISA International

staff can provide a list of current members in your area and facilitate discussions to help identify other interested individuals.

Once a core group of local members is identified that shares chapter development goals, you can proceed with organization.

CHAPTER ORGANIZATION
1. Establish an Organizing Committee – organizing a core group of interested members is the key to starting a URISA Chapter. A group of three to six people is usually enough to get things rolling.
2. Develop list of potential chapter members – the core group should begin to develop a list of potential chapter members at meetings and local events. It is important to note that the core group should not host their first official start up meeting of the chapter until after the notification to URISA International.
3. Establish a "Chairperson" – determine who is going to lead your small core group in the groundwork of becoming a chapter.
4. Establish general idea of Chapter goals and focus – after reviewing the mission and vision of URISA International, begin to establish the goals and focus of your local chapter. Other chapter websites may be beneficial when establishing what your local chapter is all about. Also, your answer to the following questions may give you the goals and focus of your chapter.
   a. Reasons for existing as a chapter
   b. What goals are and how they are planned to be accomplished
   c. Opportunities and threats that exist in your area
5. Establish rough definition of chapter area – the area can be based on state or provincial boundaries, groups of states or provinces, or portions of very large states or provinces. The URISA Board of Directors must approve the geographical boundaries of the Chapter when the petition for recognition is approved.

URISA NEW CHAPTER PETITION REQUIREMENTS CHECKLIST

To form an official Chapter, the organizing group must submit a written petition to the Executive Director of URISA. The petition must be signed by ten (10) URISA International members in good standing (dues paid) from the chosen geographic area.

There is no official format for the petition, but it must address items 1-4 of the following items:
1. Chapter name and geographic area to be served.
2. Name of primary contact person to represent the chapter.
3. Identify chapter mission statement and goals for first year
4. Identify dates, topics, and attendance figures for previous start-up meeting and events
5. Request start-up funds from the URISA Board.

See Appendix D: Sample Petitions for Recognition as a URISA Chapter. The URISA Board considers petitions at their meetings.

 (Grounds for disapproval may be a conflict with an existing Chapter, proposed goals that are inconsistent with URISA goals, or failure to obtain signatures from ten (10) URISA International members in good standing.)

Upon approval of a petition, a Chapter is recognized as having organizing status and is assigned a CRC representative.

While in Organizing Status, the Chapter will continue to work with their CRC representative and can obtain general assistance from URISA International Headquarters. Organizing Status lasts for one year, or at least until the first Board meeting of the calendar year following the approval of the petition for recognition.

At the end of its first calendar year in "organizing status", the organizing Chapter must file an Chapter Maturity Assessment report (Appendix E). This report should be submitted to Chapter Relations Committee member assigned to this new Chapter. Chapters will not be granted active status until they have resolved administrative issues and demonstrated that they are sponsoring regular meetings and events.

MINIMUM REQUIREMENTS

Chapters are required to accomplish the following items in the first year.

1. CHAPTER BYLAWS
   Draft and approve Chapter bylaws consistent with URISA's Constitution and Model Chapter Bylaws (See Appendix). This is where the minutes that you took at the kick-off meetings come in handy. The URISA Board of Directors must approve your bylaws and any amendments to them, before they can become official. Your bylaws will establish your mission, vision, goals, and objectives. They will establish your Officers duties and terms of office, as well as, your election procedures, membership guidelines (See Appendix), and dues that will be assessed. As you work through this process, you will find that you will refine your goals, objectives, and outcomes to balance with you mission and vision. That is to be expected.

2. CHAPTER NAME
   Establish a Chapter Name. You chose a name for your chapter with your petition to become a Chapter. However, as you investigate a not-for-profit status you may find that your chosen name is inappropriate. Your chapter name should contain the word URISA and should clearly indicate the geographic area which you serve, but in order to obtain the correct legal status it is important for you to consult your local laws when your chapter name is selected.

3. CHAPTER LOGO
   Create a logo for letterhead, marketing, website, etc. The logo should meet the requirements as set forth in the "Conditional Use of the URISA logo. The URISA Association has used URISA printed in script as its logo for many years, and registered this as a legal trademark. Because image is of great concern to the Association, URISA has adopted several policies covering how Chapters may use URISA's logo in the Chapter's logo, publications, and publicity. Chapters are encouraged to incorporate URISA's logo into the Chapter logo to foster overall recognition of both URISA and the Chapters. Chapters wishing to do so shall submit an artist's rendering the proposed Chapter logo to the Board for approval, along with a letter acknowledging that Chapter use of the logo does not give to the Chapter any rights, title or interest in the logo. Once the board has granted approval, the Chapter logo should be used on all Chapter publications and on the Chapter website. In using the URISA logo: Chapters must be careful to use it for the benefit of URISA and in a manner consistent with URISA's principles and interests. Chapters shall not use URISA's logo to imply the Chapter represents the parent association in an official capacity. Chapters should not use URISA's logo in any way that interferes with or diminishes URISA's right in the logo.

4. ELECTED OFFICERS
   Elect officers based on your approved bylaws. Elected officers of the board must be URISA members in good standing. All new officers are encouraged to attend the Chapter Leaders Forum held at the beginning of each annual conference. This workshop offers a chance for new officers to learn from experienced URISA Chapter leaders.

5. CHAPTER RELATIONS: CRC LIAISON
   Once the petition to begin organizing a new chapter is submitted, a Liaison from the URISA Chapter Relations Committee (CRC) will be assigned to the prospective new chapter. They will become your link to URISA International.

6. RECRUITMENT MEETING
   New chapters must have at least 10 existing URISA International Members in good standing to form. URISA can provide a list of active members in the area to be covered by the newly forming chapter. It is also recommended new chapter organizers make contact with other GIS Professionals or users in the area to begin establishing a larger membership base (consider local user groups, student GIS clubs, etc.). Promoting the formation of a new chapter via e-mail, posts to list serves, phone calls and use of social media are all good ideas. Make sure to include why it is important to come and sometimes a simple nudge will get them there. Items to cover at this kick off meeting might include the following:
   - Develop an agenda that introduces the organizing committee, chapter goalsand focus
   - Develop a plan to assess interest and obtain list of potential members
   - Needs Assessment
   - Remember, this is your first membership drive
   - Use meeting time to better identify goals of interested parties

● Maintain minutes for meeting (s) with dates, agenda, & attendance. These will help your core group when you are working on your petition, by-laws, mission statement, etc.

7. FINANCES

Bank Accounts, Tax Exemption, and Communication: Immediately upon formation, a Chapter will need to open a bank account, decide when to file for tax-exempt status, and set up a means of communication among members. The CRC and URISA International Headquarters' staff are available to discuss options and provide recommendations.

a. BANK ACCOUNTS

Every Chapter will have some operating expenses, whether it is for conference calls, postage, or start up fees for workshops and conferences. It is recommended newly formed chapters obtain a tax ID number to use when opening their bank account to avoid possible personal tax liabilities for the new chapter leaders. It is also recommended that more than one chapter leader have access to any and all accounts a chapter might have.

b. TAX EXEMPTION

You should file for tax exempt status as soon as you are able. The process can take as much as 6 – 12 months, depending on which country or state you are filing in. Make sure to check your local tax laws for tax exemption requirements.

c. MEMBERSHIP DUES

Every chapter should have addressed whether you were going to charge dues as you were working through your bylaws. Currently, membership dues are separate with respect to URISA International and the Chapters. In other words, membership in a local chapter is not membership in URISAInternational and vice versa. Also, membership in one local chapter does not grant you membership to another local chapter.

d. COMMUNICATION

E-mail, Facebook, LinkedIn, Twitter, a list serve, etc. are all inexpensive means of establishing communication among your membership body. URISA International can provide some assistance as well offering a Conference Call Bridge or email polling/survey service such as SurveyMonkey if needed.

e. OTHER LEGALITIES

Make sure to consult with and get advice from experts in your area regarding tax and legal requirements for your state and federal government.

URISA INTERNATIONAL CHAPTER 'FIRST YEAR' SPONSORSHIP

Assistance that URISA International is willing to provide for 1st Year Activities includes:
● Email blasts to URISA International contacts (members and nonmembers) in Chapter area to announce meetings, etc.
● Host the Chapter web page and make updates
● Offer of one free URISA Certified Workshop license to use during first year
● Advice on financial, organizational, and other administrative requirements.
● a one-time grant of $200 awarded to new Chapters to assist with the costs of Chapter startup or will provide mailings and other recruitment services to assist the Chapter in recruiting members.

SECTION 3: MAINTAINING A CHAPTER ("Active Status")

Starting a local URISA Chapter allows individuals to experience the benefits of URISA, in a more intimate, year-round environment. URISA Chapters benefit the geographic areas they serve by helping local professional meet the needs of area residents. Chapters also attract new members to URISA through local meetings, giving added breadth and strength to the organization.

STRATEGIC PLANNING

Strategic Planning is the key to any organizations for sustainability. Long term goals should only be in increments of 5 years, with short term goals being 6 months to two years. As goals are met, new goals need to be established. When looking at your goals, you need to examine whether they meet the mission and vision of your chapter and URISA International. Goals could include any or all of the following: membership drives, workshops, conferences, classes, on-line registration, web site development, etc. It is important to remember that your strategic plan yours, tailored to your chapter needs!

MEMBERSHIP

In order to maintain a healthy chapter, membership must be maintained and expanded. This has multiple benefits. First it benefits the members themselves by providing greater knowledge sharing and networking opportunities. Second, for the chapter itself, memberships are a potential source for funding the organization so it can continue to offer services to the members. Third, the more members a chapter has, the more volunteers are available to assist with activities, outreach and administration. Membership can often be divided into categories such as Student, Member, and Corporate Member. Each chapter should set up membership categories that will work best for the chapter and its members. Typical categories are explained as follows:

STUDENT MEMBERS

Students currently enrolled in GIS or related education program at a local University, College or Technical School. It is suggested that dues, if any, be very minimal. These are your potential future full members.

MEMBERS

Current GIS Professionals or GIS users. This group will represent the majority of your membership and will generally be the target market for most of your chapter's activities and programs.

CORPORATE MEMBERS

Typically a vendor with a focus on providing services to GIS Professionals and users. Corporate Members are a valuable resource. They often are willing to provide assistance to chapters by providing resources (web hosting, online meetings, meeting facilities, training computers and so on). They also are typically willing to pay higher membership fees for opportunities to market to the Chapter Membership. The best way to encourage corporate participation is to maintain a list of vendors that serve the region and to contact these vendors periodically to offer the benefits of corporate membership. Chapters should start with the corporate sponsors of URISA because some of them may have local offices. Chapters should also review their membership databases to determine if any members' employers are candidates for corporate sponsorship of the Chapter. Another way to spot potential corporate members is to review newsletters and journals that serve the urban and regional information systems community. As a Chapter it is important to note that these corporate members are being tapped from a variety of directions and that you need demonstrate to them what they can get out of the partnership with you. On the other side, the local Chapter should not become the marketing arm of a vendor and focus either conferences or articles on one vendor.

OUTREACH AND MARKETING

GEOGRAPHIC COVERAGE

Many chapters as they grow realize their membership's geographic footprint may shift or grow and the current methods of outreach are not meeting the needs of all the members. This often happens with chapters that start with a majority of members in a major metro area but represent a larger state or regional area. Over time, the use of GIS expands as does the membership footprint.

There are several possible ways to address an expanding membership base. One method several chapters have adopted is rotating meetings. They will host a meeting in the different major membership regions within their area of coverage to allow at least one chapter event each year is held for the members in each region.

Another method some chapters have adopted is the creation of regional sub-chapters. These sub-chapters are all part of the main chapter and supported by the local chapter but have autonomy to host their own meetings and workshops to best meet the needs of the members in those areas. In many cases the head of each sub-chapter is a member of the governing board of the main local chapter.

NEWSLETTER

Developing a Newsletter – Chapter newsletters are a great vehicle for communicating with members and prospects. However, they require a lot of hard work and commitment on the part of editors and contributors. It is a good idea to form a newsletter committee or board of editors rather than assigning the newsletter to one volunteer. This approach will distribute the workload and keep a variety of ideas flowing. A newsletter committee is also a good way to get (and keep) the membership involved in Chapter activities. Before starting a newsletter, the Chapter should clarify its purpose and how many issues it plans on having annually. Decisions on roles and responsibilities for production of the newsletter should be made in light of stated goals and timetables, as well as, number of volunteers available to assist. Here are some tips to keep in mind for the first issue:

● Consider making the Newsletter a part of your Web Site or distribute it electronically.
● Stick to a simple two column format unless the editor has previous layout experience and access to publishing software.
● Develop a recognizable masthead that incorporates the Chapter logo.
● Include links to relevant sites.
● Email or Mail notice of New Issue Postings.
● Include a calendar of events and a list of Chapter contacts.
● Offer space for member articles or commentary

Before you reprint articles from other publications, be sure to get permission from the original author and/or publisher in writing.

NEWSLETTER FINANCES

The average cost of publishing an 8-page black-and-white newsletter with a subscription base of 500 at six issues per year can be as high as $3,000 (US). This includes printing and postage only. The time spent by contributors and editors is voluntary. That is why many Chapters are moving toward electronic means for distribution.

ADVERTISING AND SPONSORSHIP

Advertisements can help offset the cost of producing the newsletter. Typical sizes are business card, quarter page, half page, and full page. Chapters should be careful about using a single private-sector sponsor because readers may assume that sponsor controls the newsletter content.

ASSEMBLING

The newsletter can be as creative as your chapter would like it to be. Some standards that exist are as follows:
● Paper size is generally 8.5" x 11" format for each page which makes a foldable 11" x 17" for easy assembly
● The masthead is a typographic element used on the first, it is the most important element, and it sets the tone for the newsletter. It may include the Chapter logo, the name of the publication, and a tag line with the volume number and date.
● The contents should be a balance between different types of articles to include: regional news, section news, vendor activities, editorials, President's messages, Chapter news, events calendars, news from URISA International and vendor ads.
● Set up a timetable for producing the newsletter. Set deadlines accordingly. Editors should set aside time to follow up with authors as the deadline for articles approaches.
● A calendar of Chapter activities is an important element of the newsletter. It helps members schedule time to attend the events and place budget requests for registration fees.

CIRCULATION

Some chapters treat their newsletters as membership benefits and circulate them only to members in good standing. Others send newsletters to prospects in the hope of attracting them to Chapter events and securing their membership dues. Chapters should send copies of the newsletter or links to them to URISA International, their CRC representatives, and other Chapter leaders. This fosters communication within the organization.
● Web based newsletters are becoming easier to create with most word processing software.
● Mailing Labels can be created from membership databases, and postage can be reduced from first class postage per newsletter to a bulk rate for large mailings. There is an annual fee and some paperwork, however, this bulk rate

can pay for itself in a short time if you have at least 100 members. Check with your local post office for current bulk mailing rate information.

ESTABLISH PARTNERSHIPS

MEMORANDUM OF UNDERSTANDING (MOU)

Many Chapters find that there are other organizations in their area of jurisdiction that offer services and programs similar to those offered by the Chapter. Some Chapters have chosen to develop agreements with these organizations documenting a relationship that will be mutually beneficial. See the appendix for an example of the MOU.

ACADEMIC COMMUNITY RELATIONSHIPS

One way to involve people from this community is to actively solicit members from colleges and universities. The academic community is a valuable resource to a Chapter. Here are some ways to get them involved in your Chapter:
- Elect an academic representative to the board
- Organize a meeting at an academic institution
- Give academic scholarships
- Create a pilot project that involves university students.

LOCAL USER GROUPS AND OTHER ORGANIZATIONS

There may be established GIS user groups representing a specific vendor in your local area or local chapters of other allied professions which might offer mutually beneficial sharing of knowledge and education.

AFFILIATE RELATIONSHIPS

In 1995, the URISA International Board of Directors adopted a different way to work with existing state and local organizations that are not currently URISA Chapters. This partnership is called an affiliate relationship. It is a new kind of relationship in which established state and local organizations and URISA can find mutually beneficial ways to share resources. In an affiliate relationship, the state or local organization and URISA International agree to share mailing lists, provide access to business partners, and share intellectual resources such as publications, speakers' bureaus, and workshops. For the state or local organization, becoming a URISA International affiliate means expanded access to similar organizations across the county. For URISA International, the affiliate provides a mechanism to encourage organizations with missions similar to URISA International's to network worldwide.

FINANCES

It is essential for Chapters to establish and maintain a good financial base. The executive board is responsible for the Chapter's financial well-being. All financial transactions other than use of petty cash should require approval of the executive board or the Treasurer. Expenditures should always be documented by written requests and receipts. This section of the manual presents guidelines and alternatives for managing Chapter finances.

URISA's Chapters have a tradition of independence. In that spirit, URISA's constitution, bylaws, and policies, disclaims all responsibility of URISA for any actions or commitments of the Chapters.

BUDGET DEVELOPMENT

How to develop a budget – It is advisable that all Chapters develop an annual budget to cover anticipated Chapter activities for many reasons, but the first two are that the finances of the organization are open to the membership, the executive board, the URISA Board and the public if not for-profit status is obtained and for accountability to your membership body. Organizing Chapters that wish to apply for a start-up grant from URISA must have detailed budgets. All Chapter expenditures should be tracked against the budget. A chart of accounts can easily be set up in the accounting program used. Examples of software programs are Microsoft Money, Quicken, Quick Books, Peach Tree, etc. The advantages of such a system are that it is easily portable when Officers (Treasurer) change.

RECORD KEEPING AND REPORTING

HOW TO KEEP A LEDGER

The accounting software doubles as the Accounting Ledger. The Chapter Treasurer should maintain a single General Ledger that includes all Chapter and section transactions. Sections may wish to maintain unofficial ledgers as well.

HOW TO TRACK RECEIPTS & EXPENDITURES

Accounting software provides for detailed record keeping; which is desirable. All moneys received by the Chapter should be entered into the program. Entries should include as much detail as possible, including the date, amount, source, and reason for income. Normally, the accounting program records transactions. When entering expenditures in this record, Chapters should give as much detail as possible, including the payee, amount, date, and reason. Chapters should obtain a statement receipt, or invoice to cover every item that requires payment, even in the petty cash fund. This will facilitate clearance by an audit committee.

HOW TO SUBMIT A REPORT

There are two types of reports: Quarterly reports and Annual Reports. Each quarter, the Treasurer should submit a written report on the financial standing of the Chapter. The use of accounting software makes this task simple. In addition, the Chapter should prepare an annual financial statement. Although not required, URISA encourages Chapters to submit their treasurer's reports and annual financial statements to Headquarters. Financial statements will assist the Treasurer in completing forms for taxing authorities. This annual report should be provided to the member-ship at the annual general meeting. Chapters may include the report in the first newsletter after the annual general meeting, or they may choose to circulate it independently if the newsletter is sent to non-members or if there is no newsletter. For the protection of each Chapter, to reassure the members and to ensure compliance with tax laws, the financial records and accounts should be audited on an annual basis. The law may require this if the Chapter is incorporated. It is the duty of the auditors to review all financial transactions and prepare a formal report to the membership. When ready to conduct an audit, be sure to have available the following items: record books, bank statements, canceled checks, all receipts and statements, bank deposit books, and a copy of the previous year's audited financial statement. If an audit is done, the results of the audit can be forwarded to Headquarters.

BANK ACCOUNTS AND PETTY CASH

BANK ACCOUNTS

Chapters need bank accounts to manage their funds and to accept startup financial assistance from Headquarters. To open a bank account, US Chapters must first obtain an IRS Employer Tax Identification Number or EIN. URISA strongly advises against any individual opening a bank account on behalf of a Chapter. The Treasurer will normally make deposits as money is accumulated. Withdrawals should always be made by check. Two members of the Board, usually the Chapter President and Treasurer should sign each check. Provisions should also be made for an alternate in the event that the President or the Treasurer is unavailable for any reason. For example, due to geography it may not be possible for the Treasurer and the President to sign the checks in a timely manner for payments. It may need to be the Treasurer and another official designee of the Chapter. Chapter bank accounts should serve the needs of all sections within the Chapter. Sections should not ordinarily maintain their own accounts. Depending on the banking situation and the type of account used, canceled checks may be used to keep track of financial transactions. The use of checks helps make financial record-keeping more accurate and provides a means of monitoring expenditures. While it is not customary for non-profit organizations to accumulate large sums of money, excess funds can be invested in short-term bank certificates in order to maximize Chapter income.

PETTY CASH

The Chapter executive may need to buy items that involve small sums of money (for example, stamps). Since it is not always practical to pay for them by check, the Chapter may wish to create a petty cash fund. This fund can be established with the approval of the Board. The fund is opened by writing a check to the Treasurer for petty cash. Chapters may also wish to establish separate petty cash funds for their sections. The Treasurer (and designated section leaders where applicable) are responsible for paying for small purchases from the petty cash funds. When most of the fund has been paid out, it is important to account

for all expenditures by presenting the receipts and bills for all purchases at an executive meeting. With approval, another check is authorized to bring the petty cash fund back up to the agreed upon amount.

EXPENDITURES AND FEES REIMBURSEMENT

REIMBURSING EXPENDITURES

Expenditures incurred by a member of the Chapter and approved by the board for activities in support of the Chapter should be reimbursed; however, no officer or member of the Chapter should receive remuneration for services.

REFUNDING OR WAIVING FEES

Chapters should not refund any portion of membership fees after they have been collected. Conferences and other events that have registration fees should have cut-off dates established for cancellations that are eligible for rebates. These dates and the amount of the administrative fee for cancellation should be clearly stated on the registration form. Chapter may choose to waive registration and event fees with prior approval of the executive board for Chapter officers, invited speakers, or event volunteers.

QUALIFICATION FOR 501(c)(3)

To qualify for 501(c)(3) status, your chapter must be organized and operated for one of the following purposes: religious, educational, charitable, scientific, literary, testing for public safety, to foster national or international sports competition, or for prevention of cruelty to children or animals. The articles of incorporation must limit the organization's purpose to one or more of these purposes and must provide for the dedication and distribution of assets upon dissolution for one of these purposes. Your articles of incorporation must also indicate that no substantial part of your organization's activities will include the dissemination of propaganda, the influencing of legislation, or participation or intervention in a political campaign.

        Step 1: Choose a mission
        Step 2: Contact the secretary of state
        Step 3: Name Your Board Members
        Step 4: Draft Bylaws
        Step 5: File for Incorporation
        Step 6: File the IRS Form 990

Additional information can be found at www.irs.com .

INCORPORATION

URISA encourages Chapters to incorporate and seek tax-exempt status. Chapters should consider the following advantages and disadvantages, which were adopted from (and summarized here with detail in Appendix?) Fundamentals of Association Management, published by the American Society of Association Executives.

ADVANTAGES
        ● Limited Liability
        ● Tax Exemption
        ● Legal Life
        ● Continuous Existence
        ● Organizational Formality
        ● Low Postage Rates

DISADVANTAGES
        ● Cost
        ● Paperwork
        ● Lack of Flexibility

HOW TO INCORPORATE

Incorporation requirements vary from state to state but the following are the recommended steps:
        ● Choose and reserve a corporate name
        ● Select a corporation type

- Decide where you will incorporate
- Create a pre-incorporation agreement
- Prepare and file articles of incorporation
- Prepare corporate bylaws
- Record minutes of your first Board of Directors organizational meeting

For more information see www.how-to.com/Operations/incorporate.htm

TAX EXEMPTIONS AND OBLIGATIONS

US CHAPTERS

For several years URISA attempted to obtain a group tax exemption for US Chapters. The IRS ultimately denied that request. Thus Chapters are not covered by URISA's tax-exemption-profit status. Each Chapter must file and obtain state and federal tax exempt status on their own. URISA Headquarters has prepared a lengthy general summary of the various tax obligations a Chapter might incur, going into some detail on the federal taxes. The officers of every Chapter should familiarize themselves with this report. Contact URISA Headquarters if more specific advice is needed.

Tax exempt organizations must file legally required forms with taxing authorities annually. URISA Headquarters will assist Chapter treasurers in completing the necessary forms. Chapters should make provisions for their treasurers to provide training to elected successors. Chapters that fail to obtain state and federal tax-exempt status, and to submit required returns, risk liability for back taxes, penalties, and interest against the Chapter and possibly the officers personally. Chapter leaders are urged to contact URISA Headquarters with questions, and to ensure that Chapter tax obligations are met.

CANADIAN CHAPTERS

Canadian Chapters often apply to the provincial ministries responsible for agencies and societies in order to be recognized as a non-profit agency. This registration requires renewal on an annual basis along with the submission of the current list of officers to the ministry. Annual tax returns should also be filed with the federal government.

If a Canadian Chapter acquires a Business Registration Number (BRN) for the collection of Goods and Services Tax (GST) and the receipt of GST credits, quarterly GST returns must also be filed.

GOVERNMENT ASSISTANCE

The Canadians are the most adept at getting direct financial assistance from government entities. In the United States, implicit in the law is the separation of non-profit organizations and state. However, a recent trend in government is to foster entrepreneurial activities, which can lead to cosponsorship of conferences and other events. Government entities in the United States may not give direct financial sponsorship to events, but they may encourage employees to attend local conferences or be willing to excuse the employees from their jobs to participate at a conference. Although a URISA Chapter may not get a direct subsidy from a government entity, most often the bulk of the participation at an event will be either from government agencies or people who want to sell to government agencies.

INSURANCE

Increasingly, both Chapters and the Association are concerned with the question of liability as it relates to conferences, workshops, and other events. The primary purpose of general liability insurance is to protect an organization from claims by members of the public alleging bodily injury caused by the negligence of the organization. Chapters have the following alternatives in limiting their liability: buy event specific policies, include URISA International in Chapter events, associate with a local, regional, or state agency for major Chapter events, or buy a general liability policy for the Chapter.

GENERAL GUIDELINES

NATIONAL INSURANCE SPECIFICS

Specifics on what it covers, especially when paperwork needs to be filed with National and additional charges apply. Who to contact at National for more information.

SECTION 4: EVENTS AND WORKSHOPS

HOSTING A URISA CERTIFIED WORKSHOP

Chapters can sponsor workshops similar to the ones held at URISA GISPRO conferences. URISA International Headquarters will provide assistance by identifying potential instructors, promoting your event, and providing workbook files, certificates of completion and collateral materials. For more information on URISA Certified Workshop can be found at http://urisa.org/workshops

NEW INSTRUCTOR REQUIREMENTS:
REQUIRED
- Membership in URISA International
- Current curriculum vitae or detailed resume on file at URISA International
- Practical experience related to the workshop topic(s)
- Attendance at the preferred workshop.

PREFERRED
- Advanced academic degree
- Previous experience as a session speaker or panelist in the workshop topic area
- Prior workshop experience
- History of publications in the topic area

HOSTING AN EVENT

Many Chapters have offered successful, one-day mini-conferences, often with a particular theme. Another possibility for one-day events is to allow corporate members to present technical sessions and/or demonstrations that are not sales presentations. Each corporate member can be given an equal amount of time or can be allowed a speaker's position on a panel. In this approach, the rules must be applied equally to all to prevent conflict. One-day events are easier to organize than longer conferences. If held regularly, these events may evolve into larger regional conferences as the Chapter matures.

CONFERENCE PLANNING

The most ambitious activity offered by Chapters is the local or regional conference. These conferences generally span two to four days and can be conducted solely by the Chapter, in cooperation with other associations, or with help from URISA International staff members. The Conference Planning Checklist found in the Appendix(?) is a very high-level guide to assist the Chapter with conference planning. The guide is not all–inclusive and is intended only to aid those who have not had experience in organizing Chapter conferences.

FUNDRAISING GUIDELINES

Chapters require funds to carry out their activities and to cover unforeseen events. Several opportunities exist for raising funds.

HOW TO RAISE FUNDS

Membership Fees should be high enough to cover all administrative expenses, including mail-outs and newsletter publications. Corporate sponsors may be a source of funds and/or resources to include but not be limited to the following: donation of Office Resources, Corporate Memberships, or Seed Money. Chapter activities could include workshops, URISA workshops, luncheons, or break-even events, advertising Space in the quarterly or annual newsletter, conference booth spaces and sponsorships for breaks and meals.

POSSIBLE TAX IMPLICATIONS

US Chapters should be aware that federal regulations require filing additional tax forms for more than $1,000 gross income in a year from an unrelated trade or business activity such as advertising revenue or mailing list sales.

EVENT SPONSORS

Many Chapters co-sponsor activities with local Chapters of related professional associations, such as APA, APWA, ASPRS, IAAO, and GITA. This approach recognizes that in some areas there are more conferences and workshops than the market can support. This approach can also reduce risk, provide more interesting or varied programs, encourage interdisciplinary communication, and offer enjoyable and profitable networking opportunities.

In some areas, local or regional government agencies have co-sponsored Chapter activities that are of importance to their employees. In some cases, the costs have been carried by the agency and attendance has been free. These efforts have succeeded where there is a strongly felt need for education or training in the area.

SECTION 5: CHAPTER MATURITY ASSESSMENT

The Chapter Maturity Assessment is a self assessment tool. The information compiled by the CRC and is used to help URISA Leadership better understand the current state of the local Chapters, the state of the GIS Profession and to define potential needs for URISA support. The Assessment is a great tool for both the Chapter - to reflect on historical activities and their successes - and for other chapters to glean new and fun activities from their fellow chapters. The CRC and URISA Leadership uses the CMAs CRC has compiled detailed information on each Chapter, including information on Chapter membership and activities by the completion of an annual Chapter Maturity Assessment. This information is published on the URISA International website. It is a great tool for both the Chapter that submitted it to reflect on historical activities and their successes, as well as, other chapters to glean new and fun activities for their fellow chapters.

URISA International Board of Directors established the policy that all chapters who completed a Chapter Maturity Assessment would be eligible to receive one (1) complimentary registration to the Annual URISA International GIS-Pro Conference provided that they attended the Chapter Leader Forum.

CHAPTER OF THE YEAR AWARD

Each year, URISA recognizes an outstanding Chapter that has sponsored particularly effective activities or has other wise excelled in serving its membership and the community. Outstanding Chapter Award criteria include the following:
1. Innovation – something new or different introduced or tried
2. Education – the act or process of imparting or acquiring particular knowledge or skills, as for a profession
3. Outreach – to reach beyond, the act of extending services, benefits, to a wider section of the population
4. Community Impact – an influence or effect on a group, whose member reside in a specific locality and often have a common heritage.

ANNUAL CHAPTER LEADER FORUM

During the URISA International Annual GIS-Pro Conference, URISA International sponsors a Chapter Leaders Forum (CLF). The Forum gives Chapter leaders an opportunity to share experiences and gain valuable information about Chapter programs and administration. There is no fee to attend the CLF, however regular conference registration fees apply if Chapter representatives want to attend the remainder of the conference

Appendix A: Membership Guidelines and Sample Databases

Categories

Chapters may establish different membership classifications in their bylaws. The most common membership categories are regular, student, and corporate. Chapters may provide different benefits and assess different dues to each membership category.

Benefits of Membership

Chapters should document their membership benefits and distribute this information to potential members. Benefits may vary by membership category. The following are examples of benefits offered by some of the existing URISA Chapters:

- Newsletter (electronic or printed copies)
- Discounts on local events (for selected categories or all members)
- Membership directories (sent to all members)
- Exhibit booth at Chapter conference (free or reduced rates for corporate members)
- Conference publications (sent to all members)
- Local networking opportunities (for all members)

URISA has produced an electronic brochure highlighting the variety of benefits of URISA membership to potential individual and corporate members. This brochure is available from Headquarters. Chapters may use the text of the brochure as they see fit within their own promotional materials.

Dues

Chapters' dues policies vary widely. Some Chapters charge no dues at all; some charge only non-URISA members; and others have a range of dues and associated benefits for different membership categories.

Charging no dues often helps an organizing Chapter grow. This encourages more people to attend events and makes people feel free to visit Chapter meetings and events to see what the group offers. In addition, URISA can help by co-sponsoring a local non-conference workshop or other event. This event could be an effective fund-raiser for the new Chapter. Once it is more firmly established, the Chapter can start to charge dues. Dues should not be so high that they discourage participation.

Regular membership dues are usually less than $50 per year. Dues for full-time students are generally offered at a 50% discount off the regular rate. Dues for corporate or sustaining members often range from $100 to $300. Areas to address is as follows:

Member Recruitment

Headquarters can provide each Chapter with both an international membership list and a prospect list. The prospect list is made up of people who have registered for both Association and Chapter events but are not URISA members, people who have made an inquiry to the Association, and people from related professional organizations. These lists can be provided in hard copy or digital files.

Important areas for local recruitment are academia (both faculty and students), government, corporations, vendor companies, and related professionals.

Member Database and Mailing List

Chapters should maintain membership lists that include complete contact information. The most efficient way to track member data is in a digital database or spreadsheet. In addition to basic contact and dues information, Chapters may wish to keep records on offices held, events attended, honors awarded, committees served, and personal preferences for meeting locations, dates, and times. Chapters may wish to track past members and other prospects as well as active members. Large Chapters will find that a sophisticated, normalized database is very helpful in planning Chapter activities and organizing membership drives. Chapters that implement sophisticated member databases should utilize software that can import and export
ASCII files.

Smaller Chapters (and Chapters that are not quite sure what "normalized" means) are advised to use spreadsheets, word processors, or very simple database software to implement a digital membership file. Table 1 illustrates a model of a simple member file structure.

It is important for Chapters to keep their membership databases and mailing lists up-to-date (particularly email addresses). This includes adding new members promptly, dropping or changing the status of former members, deleting duplicate names, updating addresses and business titles, and correcting errors reported by members. Some Chapters have an officer or committee chair whose sole or primary duty is to maintain the database and mailing list.

Chapters are encouraged to maintain lists of prospective members. People on this list should be sent literature on all Chapter events. This will help raise attendance, increase revenues, and attract new members. URISA can provide mailing lists from areas close enough to draw attendance to Chapter events.

Headquarters will provide Chapters with URISA International member and prospect records upon request. From time to time, Headquarters will request copies of the Chapters' lists. Information sharing will strengthen both the Chapters and the international organization.

Fiscal and Membership Years

URISA encourages Chapters and sections to use January 1- December 31 as the membership and fiscal year. This follows the same plan as URISA International and using it helps improve coordination of services between Headquarters and the Chapter. It also helps improve record keeping at Headquarters and promotes better coordination of mailing lists.

Table 1: Model Member File Structure

Column Name	Type	Size	Example
Membership Number	Integer	8	97001
Last Name	Text	50	Doe
First Name	Text	50	John
Middle Name	Text	50	Don
Name Suffix	Text	5	Jr.
Job Title	Text	50	IS Director
Organization	Text	50	City of Metropolis
Salutation	Text	4	Dr.
Address1	Text	50	IS Department
Address2	Text	50	JQP Building
Address3	Text	50	123 Main Street
City	Text	50	Metropolis
StateProv	Text	50	Alberta
ZipPostCode	Text	50	T2P 2M5
Country	Text	50	Canada
Phone	Text	50	(403)-555-1000
Fax	Text	50	(403)-555-1001
email	Text	64	jdoe@metropo.ci.gov
httpaddress	Text	64	www.metropo.isd
ChapterDues	Currency	8	26.75
DuesPaid	Currency	8	26.75
DateDuesPaid	Date/Time	8	07/01/97
Expires	Date/Time	8	06/30/98
MembershipTyp	e Text	1	S
MembershipStartDate	Date/Time	8	07/01/88
VotingRights	Text	50	yes
Officer	Text	50	Past President
URISAFlag	Yes/No	1	Y
URISAIDNumber	Text	10	3000976
NationalAttendance	Yes/No	1	Y
Affilitation1	Text	50	DPMA
Affilitation2	Text	50	ASPRS
DateUpdated	Date/Time	8	07/05/97

Committees

Topical committees increase local participation, and broad participation is essential for the longterm health and growth of the Chapter. Examples of topical committees include Public Policy, Transportation, Internet GIS and Standards. Chapters may also organize functional committees to plan conferences or attract new members.

Visibility and Stability

Chapters need to establish a stable contact point that will ensure that membership queries are addressed, that open communication is maintained, and that follow-up take place. This contact should be easily accessible via the phone or e-mail. People often sit on membership applications for weeks or months, carefully evaluating an organization before making a decision to join. There are many organizations competing for people's time and support. A Chapter must continually communicate the value of its member services to both potential and current members.

Appendix B: Elections

Properly held and well-planned elections give members a feeling of confidence in Chapter leadership and help to prevent cliques within the executive committee. The following are guidelines for holding Chapter elections.

Nominations:

According to the Model Chapter Bylaws (Appendix J) a Nominating Committee prior to the Chapter's annual meeting must nominate all officers and directors. Additional nominations may be made from the floor when the slate is presented to the membership for approval. Nominees for President, Secretary, and Treasurer must be active members of URISA International in good standing. No member can hold more than one elective office during a term.

It is recommended that a Nominating Committee be established well in advance of any proposed election. The committee should be appointed by the President and approved by the Chapter Board of Directors. It is recommended that the committee take action at least three to four months ahead of the election in order to identify suitable candidates.

In addition to approaching potential candidates directly, the committee should invite interested members to submit their names or the names of others through the newsletter and other promotional material.

The Chapter should require potential candidates to confirm their willingness to serve before their names are placed on the ballot. It is, of course, preferred that at least two candidates vie for each position, although this is not always possible.

Election Frequency:

Normally, elections are held annually unless a Chapter's bylaws state otherwise. In a start-up period, it is common for initial terms to be extended to 18 or 24 months while the Chapter is being established and incorporated.

Procedures and Schedule:

Timing – Holding elections in the spring benefits Chapters because their newly elected officers can participate in the Chapter Leaders Forum at URISA International's annual conference at the start of their terms.

Ballots – There are many types of ballots that can be used based on your bylaws to include: mail-in, general meeting, secret ballot, electronically, or by e-mail.

Voting Privileges – Each member usually has one vote. Voting rights must be established for corporate or associate memberships if these membership categories are available from the Chapter.

Counting and Reporting the Ballots – A committee of at least two persons from either the nominating committee or a separate committee should count the ballots. The results of the election should be brought forward at the annual general meeting and circulated to all members in the newsletter. A list of new officers is required to be sent to URISA International within one month of the election.

Terms of Office – The term of office is determined by the bylaws of the Chapter. The transition period between the old and new officers should be established by the Chapter bylaws, however, the new officers should take over their roles at the beginning of the fiscal year.

Appendix C: Sample Petitions for Recognitions as URISA Chapter

Following are two examples of petitions for recognition as a URISA Chapter. These petitions are the simplest and the most complex on file. Both are acceptable; however, most petitions fall somewhere between the two examples.

Example 1

We, the undersigned, do hereby petition URISA for organizing status of the Oregon Chapter.

Example 2

A group of members and non-members of URISA have held three meetings to discuss the possibility of forming a Quebec Chapter of URISA. There are already other organizations interested in the field within Quebec such as the Montreal and Quebec Chapters of the Canadian Association of Cartographic and Geodetic Sciences, the Quebec Association of Municipal Geomatics, the Quebec Association of Municipal Information Systems, the Quebec Order of Professional Land Surveyors, and the Quebec Management Information Federation, but none of them acts as an umbrella association as far as geomatics are concerned. We have had discussions with representatives of the various groups, and there are representatives of most of these groups among the team members in good standing who have signed the request to have a Chapter created.

A.   *1990-1991 Activities*

The activities of the first year of operations will be centered on the setting up of a calendar of events to be held by the Chapter and other organizations as well as the holding of at least three events before the conference in San Francisco. The meetings to be held in conjunction with other organizations are:

• Two-day study session in March
• One-day information session on May 1st with the Quebec Union of Municipalities
• Exhibit on new technology on May 8-9
• Meetings with the users group of the Quebec Government
• Meetings to get ready for submitting support documents to promote the future hosting of the URISA Conference in Montreal

Other activities will be developed as soon as we receive organizing status.

B.   **Request for "Start Up" Grant**

We would also like to request a starting up grant of $200 to help us get organized to be made to the order of the Quebec Chapter of URISA.

C.   **1990-1991 Budget**
Revenues

1.Member Dues (100 members x $10 Can)	$ 1,000.00
2.Start up subsidy ($200 US)	$ 360.00
3.Registration at Chapter's Conferences (300 participants x $30)	$9,000.00
4.Taxes on Items 1 and 3	$ 700.00
TOTAL	$11,060.00

Expenses

1.Meeting Expenses and Secretarial Work	$3,000.00
2.Postage and Office Supplies	$1,000.00
3.Conference Expenditure	$3,000.00
4.Tax Refund to Government	$700.00
TOTAL	$7,700.00

D.   Officers

The persons mentioned hereunder were appointed as officers until the first annual meeting of the Chapter to be held sometime in the spring of 1991:

E.   Formal Petition

President: Clause Langlois
Vice President: Jean-Jaques Chevallier
Secretary and Treasurer: Luc Larocque
Clause Langlois
1, Place du Souvenir
C/O. 442, Succ. St-Martin
Laval, QC
H7V 3Z4

REQUETE POUR FORMER UN CHAPITRE DU QUEBEC D'URISAATTENDU que le Québec compte actuellement 72 membres d'URISA ATTENDU que la promotion des objectifs d'URISA auprés de ses membres résidant au Québec pourrait etre grandement améliorée si un chaptire du Québec était mis sur pied ATTENDU en particulier que la géomatique connait un essor important au Québec et qu'il est nécessaire de bien informer les membres des réalisations dans ce domaine IL EST RESOLU PAR LES MEMBRES SOUSSIGNES DE DEMANDER au Conseil d'administration de l'Urban and Regional Information Systems Association de creer un chapitre du Québec de l'Association.

REQUEST FOR THE FORMATION OF A QUEBEC CHAPTER OF URISA WHEREAS there are presently 72 URISA members in good standing residing in the Providence of Quebec; WHEREAS the promotion of the URISA objectives to the URISA members residing in the Province of Quebec could be greatly improved if a Quebec Chapter were created; WHEREAS geomatics is being strongly developed in Quebec and there is a need to inform the URISA members of the experiences in this field; IT IS RESOLVED BY THE UNDERSIGNED MEMBERS TO ASK the Board of Directors of the Urban and Regional Information Systems Association to set up a Quebec Chapter of the Association.

Appendix D: Sample Petition for Active Status

September 20, 2005
Ms. Wendy Francis, Executive Director
Urban and Regional Information Systems Association
1460 Renaissance Drive, Suite 305
Park Ridge, IL 60068

Dear Wendy,
Enclosed is the petition for recognition of the Arizona Chapter of URISA. As stated in the current edition of the Chapter Leader's Manual (dated 04/08/2004) we have included the following in the petition: ·
  • Chapter name and geographic area to be served
  • Name(s) of contact person(s)
  • Chapter goals and proposed Chapter activities for the coming year
  • Dates, topics, and attendance figures for previous start-up meetings and events

Also included in the petition is our request for start up funds in the amount of $200.

10 members of URISA have signed the petition as required by the Chapter Leader's Manual. All signers are members in good standing as of 08/2005.

Thank you for all of your help with getting the Arizona Chapter started. If you need any additional information from me, please do not hesitate to contact me.

Thank you,

Eva Reid

Encl: 3

Chapter Name: URISA Arizona

Geographic Area to be served: The state of Arizona

Contact Person: Eva Reid
POBox24479
Tempe, AZ 85285-4479
480-449-7817
ereid@azdot.gov

A. **Chapter Goal**
To provide educational and professional development opportunities for geospatial professionals in Arizona

Educational and professional development opportunities may include:
- Developing local continuing education opportunities
- Hosting workshops for the geospatial community
- Hosting networking/social events for the geospatial community
- Developing avenues of communication between organizations (public and private) for development of data sharing opportunities

B. Chapter Activities for 2005

The activities of the first year of operations will be focused on: developing membership; setting up of a calendar of events to be held by the Chapter and possibly by the Chapter in conjunction with other organizations; and setting the Chapter up as a non-profit corporation. Other activities will be developed as soon as we receive organizing status.

Past Events
06/06/2005: Social Event, Sam's Cafe, Phoenix (15 attendees)

06/27/2005: Steering Committee Meeting, Phoenix (5 Attendees (2 URISA members))

06/30/2005: Presentation at Maricopa County Regional Roundtable Meeting (25 Attendees)

07/27/2005: Meeting with Southern California Chapter Board at ESRI International User Conference (7 Arizona Attendees (3 URISA members))

08/25/2005: Chapter Steering Committee Meeting, Phoenix (4 Attendees (3 URISA members)

08/29/2005: Social event (Flagstaff, 14 Attendees)

Future Events
09/2005: Chapter Meeting (Southern Arizona)
09/2005: Chapter Steering Committee Meeting
10/2005: Chapter Meeting (Prescott, Arizona)
11/2005: Member survey (via email and letter)

C. Request for Startup Funds

We would like to request a start-up grant of$200 to assist with the initial costs of starting the chapter. We anticipate the following costs:

Filing fee for incorporation in the State of Arizona	$75
Required publishing of Articles of incorporation in local newspaper	$127
Postage and copying costs	$25
Total Expenses	$227

A more detailed budget documenting anticipated revenues and expenses will be developed following incorporation.

D. Officers

The following people have been appointed as officers until the first annual meeting of the Chapter to be held sometime in the spring of 2006:

Eva Reid (Chapter Leader)
Arizona Department of Transportation
(602) 712-6171

Jason R. Howard
Arizona State Cartographer's Office
(602) 542-3249

Brian R. Sovik
AMEC Earth and Environmental, Inc.
(480) 940-2320

E. Signatures

We, the undersigned, do hereby petition URIS A for organizing status of the Arizona Chapter.

_____ Date 8/15/05
Eva Reid

_____ Date 8/25/05
Jason Howard

_____ Date 8/18/05
Brian Sovik
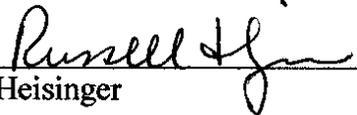
_____ Date 8-25-05
Russ Heisinger

_____ Date 8-25-05
Kevin Blake
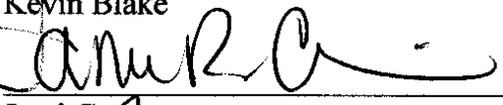
_____ Date 8-25-05
Jami Garrison
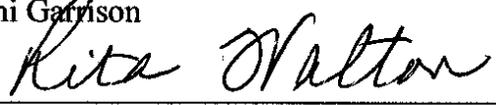
_____ Date 8/25/05
RITA WALTON

_____ Date 8/23/05
ERIC ANDELIN
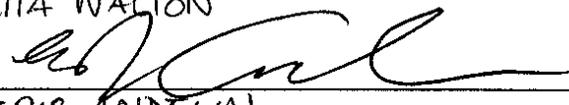
_____ Date 8/30/05 .
JENNIFER PATTERSON

_____ Date 9/15/05
JUDIE SCALISE
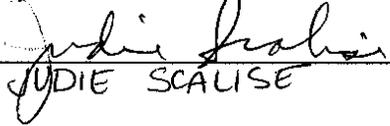
Appendix E: Sample Chapter Maturity Asssement

2011-2012 URISA [REGION]

Chapter Maturity Assessment

[Chapter Leader's Name]

[Chapter Name]

[Mailing Address]

[City, State, ZIP]

[Website Address]

[Date]

R E V I S I O N   H I S T O R Y

Date	Version	Description	Author
02.28.08	v1	2007-2008 URISA Chapter Maturity Assessment	Danielle Ayan
03.10.09	V2	2008-2009 URISA Chapter Maturity Assessment	Luke Boggess
02.28.10	V3	2009-2010 URISA Chapter Maturity Assessment	Karen Brandt
3.25.2011	V4	2010-2011 URISA Chapter Maturity Assessment	Tripp Corbin
5.1.2012	V5	2011-2012 URISA Chapter Maturity Assessment	Amy Esnard

June 5, 2012

Hello Chapter Leaders,

The time has come to complete the annual Chapter Maturity Assessment.

Please take the time to complete it in its entirety. The information compiled by the CRC and is used as a tool to help URISA Leadership better understand the current state of the local Chapters, the state of the GIS Profession and to define potential needs for URISA support. The Assessment is a great tool for both the Chapter - to reflect on historical activities and their successes - and for other chapters to glean new and fun activities from their fellow chapters.

The Maturity Assessment is also used to help chose the Chapter of the Year Award. The Chapter of the Year receives special recognition on the URISA Website and has bragging rights with the other chapters. Last year's chapter of the year was Ontario. This year it could be you! All chapters are eligible for consideration, regardless of the size or age of your Chapter. Outstanding Chapter award criteria include: Innovation, Education, Outreach and Community Impact. Did you reach your goals for the year? Has your Chapter expanded its membership? What has your Chapter engaged in to service the needs of your local GIS community?

As an added incentive all chapters that get the Assessment completed and submitted by the deadline **(July 30, 2012)** will receive a **free admission to the 2012 GIS Pro Conference** (http://www.urisa.org/gispro2012). During the URISA International Annual GIS-Pro Conference, URISA International sponsors a Chapter Leaders Forum (CLF). We ask all Chapters to send at least one representative from their Board to participate in the Forum - this year it will be held on the afternoon of **September 30**. The Forum gives Chapter leaders an opportunity to share experiences and gain valuable information about Chapter programs and administration. This is a great chance to meet other Chapter Leaders, discuss and share Chapter experiences and issues and to speak directly with members from the URISA Board of Directors. If there is a specific topic of interest that you would like to have addressed during the Forum, please forward it to me. Last year we committed the later portion of our meeting to discussion about the draft Chapter Affiliation Agreement. I expect we will do the same this year.

Again thanks for taking the time to complete the Annual Chapter Maturity Assessment. If you have any questions please contact your CRC Liaison or me. I look forward to seeing you at the GIS Pro 2012 Conference!
Sincerely,

Amy Esnard GISP

Chair, Chapter Relations Committee - URISA International

Amy.esnard@state.or.us

2011-2012 URISA CHAPTER MATURITY ASSESSMENT

E X E C U T I V E   S U M M A R Y

Mission of this Document:

The mission of this document is to develop a matrix for measuring the maturity of a single URISA chapter and the composite maturity of all chapters at a snapshot in time (annually) and over time. Although there will be many areas where individual chapters vary, the intention is that this assessment can be leveraged by URISA International and all chapters by targeting focus toward those chapters and those areas needing assistance.

[CHAPTER NAME] PROFILE:

Chapter Mission/Vision/Overview:

Area served:

Active since:

Current Lead Chapter Officer (**must be URISA member**):

Annual reporting period: 2011 - 2012

Total membership (end of last reporting year):

Total membership (end of reporting year prior to last):

> Membership fees:
> $___Individual
> $___ Student
> $___Sponsor
> $___Corporate
> $___Other (Identify organization membership category)

(A) Top three chapter goals for the upcoming year (3 points)

> I.   _____
>
> II.   _____
>
> III.   _____

(B) What three training and educational programs would you like URISA to develop over the next 5 years? (3 points)

> IV.   _____
>
> V.   _____
>
> VI. _____

(C) Do you have a wish list for URISA International (i.e., areas where your chapter needs assistance, collaborative ideas that would benefit many chapters and URISA International, other)? (3 points)

(D) Why should your Chapter be considered as the URISA International Chapter of the Year? – Criteria: innovation, outreach, education, community service, and achieving last year's goals. (5 points)

CHAPTER 2011 MATURITY ASSESSMENT CARD	5 – Fully Implemented 4 – In Progress – Fully Resourced to Complete 3 – In Progress – Partial Resources Available 2 – Planned – Resources Assigned 1 – Not Planned – No Resources Assigned 0 – Not Applicable	
X	**1. The chapter is an established non-profit organization with an active Federal ID number.** Comment:	
X	**2. The Board has filed its most recent year IRS Form 990 (if a non-profit organization) or other appropriate IRS form for the organization.** Comment:	
X	**3. The Board abides by chapter By-laws that have been updated within the last 5-years.** Comment:	
X	**4. The chapter has regular Board and member meetings.** Comment:	
X	**5. The chapter offers an annual/biennial conference(s).** Comment:	
X	**6. The chapter coordinates and collaborates with URISA International (including the CRC) or other allied organizations. Please elaborate with comments.** Comment:	
X	**7. The chapter offers workshops and other educational opportunities. Please elaborate with comments.** Comment:	

CHAPTER 2011 MATURITY ASSESSMENT CARD	5 – Fully Implemented 4 – In Progress – Fully Resourced to Complete 3 – In Progress – Partial Resources Available 2 – Planned – Resources Assigned 1 – Not Planned – No Resources Assigned 0 – Not Applicable	
X	8. The chapter offers communications (website, surveys, newsletters). Please provide links to online resources. Comment:	
X	9. The chapter has initiatives that positively impact our community. Please elaborate with comments. Comment:	
X	10. The chapter actively recruits new members. Please elaborate with comments. Comment:	
X	11. At least 20% of chapter members are URISA International members. Comment:	
X	12. The chapter collaborates with K-12 schools and universities and pursues outreach to students. Please elaborate with comments. Comment:	
X	13. The chapter collaborates with local, state/provincial, or federal agencies. Please elaborate with comments. Comment:	
X	14. The chapter's membership has increased over the last reporting year. Comment:	

CHAPTER 2011 MATURITY ASSESSMENT CARD	5 – Fully Implemented 4 – In Progress – Fully Resourced to Complete 3 – In Progress – Partial Resources Available 2 – Planned – Resources Assigned 1 – Not Planned – No Resources Assigned 0 – Not Applicable	
X	**15. The chapter has a formal relationship with the State GIS Council or equivalent entity.** Comment:	
X	**16. The Board maintains (any/all) of the following executive board positions - which are members of URISA International, in good standing:** *(circle or write in) Immediate Past President, President, VP, Secretary, Treasurer, Other-specify* Comment:	
X	**17. The Board has current job descriptions for each position.** Comment:	
X	**18. The chapter's member database is online and accessible by the Board and members.** Comment:	
X	**19. The chapter promotes GISCI & GISP Certification by providing information/workshops.** Comment:	
	20. The Chapter maintains active communication with URISA international by attending Chapter Leader Quarterly Conference Calls, talking with Chapter Liaisons, attending the Chapter Leaders Forum at the GIS Pro Conference, or other methods. Comment:	

Appendix F: Constitution & Bylaws

URISA Constitution - http://www.urisa.org/files/Constitution.pdf

URISA Bylaws - http://www.urisa.org/files/URISA%20Bylaws%20revNov2010.pdf

Appendix G: How to host a meeting and keep good minutes

Resources:

The Makings a of a Good Meeting - online manual
http://www.dcn.davis.ca.us/go/kjwolf/facilitate/facimanu.html

How to Run a Good Meeting - Center of participatory change
http://www.cpcwnc.org/resources/toolbox/how-run-good-meeting

How to Run a Good Meeting - Jim Cathcart's Blog http://www.cpcwnc.org/resources/toolbox/how-run-good-meeting

Good Meeting - Practice Document -www.cvr-it.com/Presentations/GoodMeetingsPracticeDocument.doc

Appendix H: Example of 1st year goals

- ➢ Establish membership base and geographic area
- ➢ Hold first meeting/membership event
- ➢ Establish key board members (Pres, VP, Sec, membership chair, and treasurer)
- ➢ Work on By-Laws
- ➢ Petition to be an active Status chapter establish a web presence (website, and/or group email address, facebook page, linken etc)

Appendix I: Sample Memorandum of Understanding

Memorandum of Understanding
WHEREAS the Ontario geomatics community's interests are better served by coordinated and non-duplicative efforts by various non-profit organizations;
WHEREAS the Parties acknowledge that such coordinated action will ultimately strengthen these organizations' credibility individually and collectively and contribute to maximum retention of membership support; and
WHEREAS the Parties agree that mutual benefits can result from collaborative efforts;
The Parties, therefor, have reached the following understanding:

• **ARTICLE ONE**

The objective of this MOU is to establish a framework for co-operation between the Parties on the basis of mutual respect and benefit.

• **ARTICLE TWO**

Co-operation under this MOU may include the following areas of interest where appropriate:
• Co-ordination and co-sponsorship of program activities such as local branch/chaptermeetings and conferences;
• Collaboration on the planning and implementation of member education initiatives, such as seminars, workshops and courses;
• Offering of preferential event registration fees to each other's members, upon mutualagreement of the event co-sponsors; and
• Other areas of mutual interest to be specified from time to time by the Parties.

• **ARTICLE THREE**

In order to implement co-operation under this MOU, the Parties will designate appropriate representative to identify specific co-operative activities and the details of implementation. With mutual consent, the Parties may enter into specific arrangements on the general provisions of the MOU.

• **ARTICLE FOUR**

Co-operative activities under this MOU will be subject to and dependent upon the financial support and human resources available to the Parties. No cost incurred by one Party will be assumed by the other Party unless otherwise agreed to in writing. In no event whatsoever shall either of the parties have authority to legally bind the other party.

• **ARTICLE FIVE**

This MOU will become effective upon signing by both Parties, and remain in force for a period of five (5) years, unless extended or terminated. This MOU may only be amended or extended by written agreement, and may be terminated at any time by either Party upon three (3) months written notice to the other Party.

Appendix J: Model Constitution and Model Chapter Bylaws

Model Constitution

Notwithstanding any other provisions of these Constitution and Bylaws, this Chapter is organized and operated exclusively for educational, charitable or scientific purposes as meant within the meaning of section 501 © (3) of the Internal Revenue Code, including for such purposes the making of distributions to organizations exempt from Federal taxation under section 501 © (3).

The Chapter shall not carry on any other activities inconsistent with URISA's tax-exempt purposes or not permitted to be carried on (a) by a corporation exempt from Federal income tax under section 501 (c) (3) of the Internal Revenue Code (or corresponding section of any further Federal tax code) or (b) by a corporation, contributions to which are deductible under Section 170 (c) (2) of the Internal Revenue Code (or corresponding section of any future federal tax code).

No part of the net earnings of the Chapter shall inure to the benefit of, or be distributable to its members, trustees, directors, officers or other private persons, except that the Chapter shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of section 501© (3) purposes. No substantial part of the activities of the Chapter shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Chapter shall not participate on, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of, or in opposition to, any candidate for public office. All of the property of this Chapter, and accumulations thereof, shall be held and administered to effectuate its nonprofit purposes. Upon the dissolution of the Chapter, the Board of Directors shall, after paying or making provision for the payment of all liabilities of the Chapter, dispose of all assets of the Chapter to such organization or organizations as the Board of Directors shall select, which are organized and operated exclusively for charitable, scientific or educational purposes as shall at the time qualify as an exempt organization or organizations under section 501 © of the Internal Revenue Code of 1954, as amended (or the corresponding provision of any future United States Internal Revenue Code).

Model Bylaws
ARTICLE I. CHAPTER NAME

The name of this organization is the _____ Chapter (hereinafter referred to as the Chapter) of the Urban and Regional Information Systems Association (hereinafter referred to as URISA).

ARTICLE II. OBJECTIVES

Section 1. Education. Recognizing a need to stimulate, encourage and otherwise provide for the advancement of an interdisciplinary approach to planning, designing, and operating urban and regional information systems, the objectives of URISA and the Chapter are (a) to provide an objective educational forum without political, social, financial or national bias, (b) to foster the exchange of ideas and studies focused on the planning, operation, and consequences of such information systems, (c) to promote professional interaction, stimulate research, encourage publication, and generally aid the advancement of its members and other organizations having related objectives.

Section 2. Equal Opportunity. Being mindful of the undesirable effects of institutionalized discrimination, the Chapter shall conduct its activities on a fair and equitable basis without bias. Further, the Chapter shall encourage and promote equal opportunity participation in all Chapter activities.

Section 3. Political Activity. The Chapter may provide testimony or participate in limited lobbying to influence legislation, but shall not expend a substantial part of its budget in these matters; nor shall it participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office. It is the responsibility of individual Chapter members, officers and duly appointed representatives participating in any legislative process to be aware of legal and professional limits, and to seek necessary authorization and duly report such activity to URISA.

ARTICLE III. MEMBERSHIP

Section 1. Eligibility. Any responsible individual or organization with a serious interest in the field of urban and regional information systems, in agreement with the mission of URISA, and approving of the objectives of the Chapter shall be eligible for membership in the Chapter.

Section 2. Categories. The categories of Chapter membership are:
    a) Regular or Individual
    b) Student
    c) Corporate
    d) Sustaining
    Optional Memberships:
        x) Affiliate
        x) Associate
        x) Subscriber
        x) Complimentary
        x) Institutional
        x) Agency

Section 3. Duration. All members shall hold membership for a period of one year unless otherwise specified in these bylaws. The Chapter's membership year shall be from July 1 of one year through June 30 of the next year. (Optional: The Chapter's membership year shall be from January 1 of one year through December 31 of the next year.)

Section 4. Rights and Privileges. All dues-paying members shall have full voting and office-holding rights. Members shall be informed of the activities and progress of the Chapter through annual or more frequent reports, newsletters, and/or Chapter meetings.

ARTICLE IV. CHAPTER MEETINGS

Section 1. Meetings. The Chapter shall hold regular meetings at a time and place as determined by the Chapter's Board of Directors (hereinafter referred to as "the Board"). At least one meeting shall be designated as The Annual Meeting of the Chapter. Special Meetings of the Chapter may be called at any time by the President, at the request of a majority of the Board or upon the written petition of ten percent (10%) or more of the members in good standing.
Section 2. Quorum. At any meeting of this Chapter, a quorum shall consist of ten (10) or ten percent (10%), whichever is greater, of the members in good standing.
Section 3. Voting. At all meetings of the Chapter membership, all members not otherwise restricted by a special membership category and in good standing, shall have one (1) vote. Unless otherwise specifically provided by these Bylaws, a majority vote of the members present and voting shall govern.
Section 4. Rules of Order. The current edition of *Robert's Rules of Order* governs this Chapter in all parliamentary situations that are not provided for in the Chapter Bylaws.

ARTICLE V. OFFICERS AND DIRECTORS

Section 1. Elections. All officers and directors shall be nominated to office by the Nominating Committee prior to the Annual Meeting. Additional nominations may be made from the floor when the slate is presented to the membership for approval. The nominees for all officer positions shall be active members of URISA in good standing and shall reside and/or work within the defined geographic area of the Chapter. No member shall hold more than one (1) elective office during a term.
Section 2. Tenure of Officers and Directors. Officers and Directors shall assume office at the close of the Annual Meeting. (Optional: Officers and Directors shall assume office at the beginning of the following membership year.) The President Elect shall be elected to serve one year as President Elect, one year as President and one year as Past President. (Optional: The President shall be elected to serve one year as President and one year as Past President.) Other officers and directors shall not serve more than two
(2) Successive terms in any position. The period of time an officer or director may serve, in completing the unexpired term of another officer or director, shall not be included when applying the foregoing limitation of terms. Officers and directors shall serve without compensation.
Section 3. Vacancy. In the event of a vacancy in the office of the President, other than expiration of tenure, the President Elect (Optional: the Vice President) shall automatically succeed to the Presidency. Vacancies in any other elective office may be filled for the balance of the term, by the Board at any regular or special Board meeting.
Section 4. Removal. Any officer or director may be removed from office by the Board if, after due and proper hearing, he or she is found guilty by the Board of neglect of duty, improper conduct, violation of these Bylaws, or other causes as defined by the Board. Removal of any officer or director shall require a two-thirds (2/3) vote of all Board members.
Section 5. Duties of Officers. The officers of the Chapter shall minimally consist of the four following positions:
a. The President shall be the chief elected officer and the official spokesperson for the Chapter. He or she shall preside at all meetings of the Board and Chapter membership. He or she must be an active URISA member in good standing. (Additional option: The President shall appoint all committee chairpersons, and shall be an ex-officio member, with the right to vote, on all committees except the Nominating Committee.)

 (Additional option: The President may make and sign contracts and agreements, in the name of the Chapter, with approval of the Board and in accordance with guidelines set forth by the Board.)

b. The President Elect (Option: The Vice President) assumes the duties of the President in the absence of the President. He or she performs other duties as the President and Board recommend. He or she must be an active URISA member in good standing.

c. The Secretary shall prepare accurate minutes of all proceedings and meetings of the Chapter and Board. He or she must be an active URISA member in good standing.

d. The Treasurer shall be responsible for managing the Chapter finances and shall handle the Chapter funds in accordance with procedures established by the Board. The Treasurer shall be responsible for the verification and filing of the Annual Chapter Report, which includes the Chapter's financial statement, and shall be responsible for all other reports and filings as required by other agencies. He or she must be an active URISA member in good standing.

Section 6. Board of Directors (Board). The Chapter Board of Directors shall be the principal governing body of the Chapter with full supervision and control over all Chapter business affairs. The Board shall be composed of the Chapter's officers and additional directors as defined by these Bylaws. The Board shall meet at least once a year at a time and place determined by the Board. Special Meetings of the Board may be called by the President or upon written petition signed by three (3) directors. The meeting shall be held at a time and place designated in the notice of the meeting. Actual notice shall be given to each Board member at least seven (7) days prior to the meeting and shall state the purpose of the meeting. Business transacted shall require a majority vote of the directors present, unless a different vote is required by these Bylaws. The Board may transact business at a meeting, by a telephone conference call, by a telephone ballot, or by facsimile ballot. A majority of the members of the Board shall constitute a quorum.
The following Section is optional:
Section 7. Executive Committee. The Executive Committee shall be composed of at least three (3) elected officers including the President, and may include additional members as appointed by the President. The Executive Committee may act for the Board on all matters of business unless otherwise restricted by these Bylaws. Such actions shall be subject to ratification by the Board. The Executive Committee shall meet at the call of the President, or upon the call of two (2) Executive Committee members.
The Executive Committee may transact business at a meeting, by a telephone conference call, by a telephone ballot, or by facsimile ballot. A majority of the members of the Executive Committee shall constitute a quorum.

ARTICLE VI. STANDING AND SPECIAL COMMITTEES

Standing Committees of the Chapter shall include a Nominating Committee appointed by the President and approved by the Board. Additional special and standing committees dealing with special topics including, but not limited to, finance, membership, publications, and conferences may be established as needed. The President, with approval of the Board, shall establish the duties and membership of such committees as appropriate to support the Chapter's needs.

ARTICLE VII. AMENDMENTS

These Bylaws may be amended, revised, or repealed by a two-thirds (2/3) majority vote of the Board, with subsequent approval by the URISA Board of Directors.

ARTICLE VIII. CHAPTER ADHERENCE

As duly chartered, the Chapter adheres to the URISA Bylaws and Constitution at the risk of the loss of its charter. URISA Bylaws supersede Chapter Bylaws. Use of the URISA name and logo by the Chapter must comply with URISA guidelines.

Appendix K: Additional Resources

Chapter Relations Committee -
http://www.urisa.org/chapters/essentials
URISA Leadership - http://www.urisa.org/about/leadership
URISA History - http://www.urisa.org/about/history
Chapter Support Services -
http://www.urisa.org/files/Chapter%20Menu%20of%20Services_2011.pdf
URISA Committee List - http://www.urisa.org/URISA%20Committees