



## **NAPAWF Chapter Toolkit**

**National Asian Pacific American Women's Forum (NAPAWF)**  
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Congratulations! You have joined NAPAWF's efforts to expand its movement across the country. Whether you are a new member to NAPAWF or an experienced chapter leader, we hope this chapter toolkit will provide you with the resources necessary to create successful chapters that will advance social justice and human rights for API women and girls.

Similar to NAPAWF's work, chapters are continually creating innovative new ways of fulfilling our mission, and this guide is in a binder for a reason. We hope that you will continue to add your own ideas to this toolkit, and to share suggestions with other NAPAWF chapter members and the national office.

NAPAWF has staff ready to assist you with any questions or concerns you may have about your chapter. Please contact:

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## Section 1: What is NAPAWF?

### **Mission**

The National Asian Pacific American Women's Forum (NAPAWF) is the only national, multi-issue Asian Pacific American (API) women's organization in the country. Its mission is to build a movement to advance social justice and human rights for API women and girls.

### **Vision**

- To strengthen communities to reflect the social, political, and economic concerns and perspectives of API women and girls;
- To inspire leadership and promote the visibility and participation of API women and girls in the political process and within the broader national and international women's movement;
- To create a vehicle for local activists to connect with others across the country to share strategies and form lasting coalitions around policy initiatives and grassroots organizing campaigns.

### **History**

At the 1995 United Nations Fourth World Conference on Women in Beijing, Asian Pacific Islander female activists at the non-governmental organization (NGO) forums were confronted with two profound realizations. First, although they were gathered in an Asian country, they had no organized voice for Asian or Pacific Islander women from the United States to participate in the official UN conference. Second, although each of them as individuals worked long and hard on their respective issues (safety, economic justice, reproductive rights, equal educational access, health, immigrant and refugee rights, civil rights and LGBTQ rights) their work was not linked in any sustained or meaningful way back home in the United States.

Despite the difficult logistics of organizing in a rain-soaked suburb of Beijing, 100 women came together over two caucuses and pledged to build and sustain a national, progressive, multi-issue movement of API women in the United States when they returned home. A year later, in September 1996, 157 women became the founding sisters of NAPAWF at a gathering in Los Angeles. Concrete results of this event included: creation of a chapter and membership structure; formation of a National Transition Team; identification of platform issue areas; and the development of the Fundraising, Media/Communications, Membership/Outreach, and Governance Committees.

In 1997, NAPAWF became a project of the Tides Center, and by April 2003, NAPAWF had established the national office in Washington DC and hired its first executive director. Today, NAPAWF has six full-time staff members, located across the country.

### **NAPAWF's Platform**

There are six areas that form the basis of NAPAWF's work: civil rights, economic justice, educational access, ending violence against women, health & reproductive freedom, and immigrant & refugee rights. For each of these areas, NAPAWF has created a platform paper that outlines some examples of issues impacting API women and girls, as well as principles for solutions to address them. The platform papers are not meant to provide a complete list of issues and concerns in these areas, and the format does not assume that the issues can be neatly separated into six areas. Rather, the platform papers are intended to be works-in-progress that serve as companions to NAPAWF's work.

Copies of all six platform papers are enclosed in this toolkit.

## **Organizational Structure**

### *Staff*

NAPAWF has a national office located in metropolitan Washington DC with the following staff: Executive Director (Miriam Yeung), Policy & Programs Director (Priscilla Huang), Director of Membership and Operations (Tracy Ng), and Reproductive Justice Project Director (Dawn Philip). In addition, NAPAWF has a Western Organizing Director (Lisa Fu) based in Los Angeles, California, an Anti-Trafficking Project Director (Liezl Rebugio) based in Seattle, Washington, and a CYWC Project Coordinator (Bonnie Chan) based in Oakland, CA.

### *National Governing Board*

NAPAWF's National Governing Board is comprised of an elected representative from each chapter, as well as several at-large representatives. They meet twice a year face-to-face, and every other month via telephone. The role of the National Governing Board is to provide oversight and direction for the national organization to fulfill its mission.

### *Chapters and Members*

Despite the evolution of NAPAWF from an all-volunteer effort to a non-profit organization with staff, NAPAWF has never forgotten its mission of building a movement to advance social justice and human rights for API women and girls. Chapters are the most critical component of our movement-building, and serve an important role in organizing members for social activism.

NAPAWF currently has chapters in numerous locations throughout the country. They offer opportunities for NAPAWF members to provide leadership and participate in activism on local, state, and national API women's issues as well as to build relationships with a national network of progressive individuals. As you will discover in the examples provided by this toolkit, there are a variety of ways that chapters can meet these goals, and no "right" nor "wrong" ways to do so.

## Section 2: Leadership and Governance

Once you have started your chapter, there are certain items that must be established to become an official NAPAWF chapter. The following is a list of requirements for chapters:\*

- ✓ ADOPT NATIONAL BY-LAWS
- ✓ REVISE AND ADOPT BY-LAWS TO FIT THE NEEDS OF YOUR CHAPTER
- ✓ ESTABLISH A GOVERNING BOARD
- ✓ HOLD ANNUAL ELECTIONS IN NOVEMBER OR DECEMBER (COLLEGE CHAPTERS HOLD ELECTIONS ACCORDING TO ACADEMIC CALENDAR)
- ✓ ATTEND LEADERSHIP TRAINING
- ✓ HOLD ANNUAL BOARD RETREAT
- ✓ CHAPTER REPRESENTATIVE PREPARED TO JOIN THE NATIONAL GOVERNING BOARD BY FIRST IN PERSON MEETING, “FACE TO FACE” IN JANUARY.<sup>1</sup>
- ✓ CREATE CHAPTER GOALS, TARGETS AND ACTIVITY PLAN FOR THE YEAR
- ✓ CREATE A BUDGET—UNDERSTAND FINANCES
- ✓ KEEP TRACK OF PAID MEMBERSHIP (WORK WITH NATIONAL’S DATABASE)
- ✓ PROVIDE LIST OF EVENTS FOR NATIONAL CALENDAR AND WEBSITE
- ✓ REPORT ON EVENTS
- ✓ PARTICIPATE IN QUARTERLY CHAPTER LEADERSHIP CALLS

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\* Some exceptions will be made for college chapters where the requirements conflict with institutional requirements.

<sup>1</sup> In 2009, a Membership Council shall be established, with elections of Membership Council Leaders in lieu of chapter representatives.

## Sample Chapter By-Laws

In order to create chapter by-laws, the following is provided as an example. Please revise and modify it for your own chapter needs. It is important to have by-laws because it creates a structure for organizing and aids in sustaining the chapter by providing records.

### Bylaws of the National Asian Pacific American Women's Forum Washington, D.C. Chapter (NAPAWF – DC)

#### ARTICLE I – Name

The name of this organization shall be the National Asian Pacific American Women's Forum – Washington, D.C. Chapter (hereinafter referred to as the "Organization"). It shall be a chapter of the National Asian Pacific American Women's Forum (hereinafter referred to as "National Organization").

#### ARTICLE II – Objectives

The objectives of the Organization and its members shall be to forge a grassroots progressive movement for social and economic justice and the political empowerment of Asian Pacific American women and girls.

#### ARTICLE III – Policy

Policies of the National Organization shall apply to this Organization. Policies and issues of the Organizational level shall be determined by the Board of Directors of the Organization and shall be consistent with the objectives and purposes of the National Organization.

#### ARTICLE IV – Jurisdiction

This organization shall serve members of the greater Washington, D.C. metro area. Membership in the Organization shall be open to but not limited to individuals residing in this area.

#### ARTICLE V – Membership

**Section 1. Eligibility.** Membership is open to any individual who accepts the objectives contained in the Articles of Incorporation and Bylaws of the National Organization, regardless of race, creed, color, gender, sexual orientation, religion, education, profession, national origin, or ethnicity.<sup>2</sup>

**Section 2. Termination of Membership.**

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<sup>2</sup> Until the Articles of Incorporation and Bylaws of the National Organization are finalized, membership shall be open to individuals who accept the objectives of the DC chapter herein contained.

- A. Voluntary Termination – Any member may terminate her membership at any time upon delivery of a written notice to the Secretary of the Organization. The effective date of such resignation will be the date such a notice is received and accepted by the Organization. No refund of membership dues will be made.
- B. Involuntary Termination – Any member who flagrantly violates the Articles of Incorporation, Constitution, and/or Bylaws of the National Organization or Local Organization included but not limited to violating the eligibility criteria may be expelled by action of the Board of Directors of the Organization. Said member shall have the right to appeal within 10 days of expulsion by providing written notice to the Secretary of the Organization setting forth the basis for the appeal. A committee of at least three members shall be appointed by the Board to review the case before final action is taken. A refund of prorated membership dues shall be made upon expulsion.

**Section 3. Member in Good Standing.** A member shall be in good standing upon payment in full of annual dues, which shall include dues of the Organization and the National Organization. Membership runs from January 1 through December 31 of each calendar year. Dues for the next year must be paid by January 15. Members who have not paid their dues may not vote in elections or participate on other membership votes until they have paid their dues for the calendar year. Upon payment, members may participate fully in all membership activities.

**Section 4. Prohibition on Political Activities.** All members are encouraged to actively participate in the American domestic political process as individuals. No member shall make political contributions or endorse political candidates in the name of the Organization.

## **ARTICLE VI – Organization and Structure**

The organization shall consist of members and a board of directors.

**Section 1. Board of Directors.** The Board of Directors shall formulate and administer the policies and programs of the Organization. It shall consist of:

- The officers of the Organization.
- The chairs of each Committee set forth in Article VI, Section 3.

The Board of Directors, by amendment of these Bylaws, may increase or decrease the number of directors, provided that there are at least seven (7) directors and provided that no decrease in number of directors shall have the effect of shortening the term of any incumbent.

A. Vacancies. The Board of Directors shall have the power to fill any vacancy occurring in the Board for any reason, including an amendment increasing the number of directors or a resignation by a director. Any director elected to fill a vacancy shall be elected for the unexpired term of her predecessor's office.

### **Section 2. Officers.**

A. Composition. Officers of the Organization shall together constitute the "Executive Board" and shall include:

1. President – The President shall be the Chief Executive Officer and shall be directly responsible to the Board of Directors. She shall preside over Board and membership meetings, facilitate Board decision-making, and perform the duties commonly conducted by the chief executive of a voluntary organization or as assigned to her by the Board of Directors.
2. Secretary – The Secretary shall keep a record of all proceedings and activities of the Organization, including minutes of all meetings. She shall perform the usual duties of such office and shall be subject to the direction of the President and the Board.
3. Treasurer - The Treasurer manages all aspects of the chapter's finances, creates and updates the annual budget with the board's approval, reviews financial reports from national and works with national to ensure the accuracy of the financials, submits upon request to the National Organization an annual financial report at the end of each fiscal year, disburses and collects all funds, and updates the chapter board on the financial health of the organization.
4. D.C. Representative to National Board – The DC Representative shall serve as a liaison between the D.C. chapter and the National Board. She shall communicate regularly with the National Board, attend National Board meeting where feasible, update the Boards on the affairs of the other, and perform similar such duties as they arise.

**B. Powers.** The Executive Board shall have the power and authority designated by the Board of Directors but in no case may the Executive Board amend, alter or repeal the Bylaws; elect, appoint, or remove any member of the Board of Directors or any Committee member; amend the Articles of Incorporation; adopt a plan of merger or adopt a plan of consolidation with another Organization; authorize the voluntary dissolution of the Organization or revoke proceedings therefor; adopt a plan for the distribution of assets of the Organization not in the ordinary course of business; or amend, alter, or repeal any resolution of the Board of Directors. The designation and appointment of any such committee and the delegation of authority to it shall not operate to relieve the Board of Directors or any individual director of any responsibility imposed upon it, her, or law.

**Section 3. Other Directors.** There shall be six (6) additional directors, who shall serve as the Chair of each Organization committee. The committees are Membership and Communications; Fundraising; Education and Mentoring; Lesbian, Bisexual and Transgender Issues; Policy; and College Liaison, which shall have the following responsibilities:

A. Director of Membership and Communication– responsible for developing a membership base, preparing and distributing membership materials, recruiting interested individuals for membership and Board positions, collecting dues, maintaining the membership contact list, and fostering membership development by organizing social events. Also responsible for organizing and publicizing activities of NAPAWF to members, the community, and the media; posting chapter activity on the website; and coordinating Board retreats.

B. Director of Fundraising – responsible for organizing fundraising activities and events, fostering relationships with potential funders, writing grants and applications for funds, as necessary, and partnering with other organizations to promote fund development.

C. Director of Mentoring and Education – responsible for fostering and coordinating mentorship relationships, programs, and activities, including the coordination of NAPAWF member activities and programs with AALEAD. Also responsible for promoting multi-cultural literature and education in community school systems and curriculum, forging partnerships with local schools to promote diversity and multi-cultural literature in schools

D. Director of Lesbian, Bisexual, Transgender (LBT) Issues – will share duties with and serve as a resource for the board fostering LBT- friendly programs and activities and in ensuring the inclusion of issues related to API lesbian, bisexual women, and transgender persons and youth. The LBT Committee will work with other committees to outreach to community members, local groups and universities; organize workshops and programs; develop educational materials; and respond to current events and issues in the media that relate to queer women and girls.

E. Director of Policy – responsible for researching, writing, and distributing information on issues of concern for NAPAWF. Also responsible for working with board members to identify and implement strategies for organizing, coalition building, and impacting policy at the local level. This person is encouraged to participate in relevant policy and advocacy meetings, when possible. May coordinate efforts with the National Office, as necessary.

F. College Liaison – will act as a bridge between the DC chapter and college students in the DC metropolitan area; will aid in recruitment and retention of college students; and will encourage and help in the establishment of college chapters. Also responsible for informing surrounding colleges of opportunities affiliated with NAPAWF and for researching ways NAPAWF can address the needs of API women at respective campuses.

**Section 4. Terms of the Board.** Each member of the Board of Directors shall serve for a term of one year; each member is expected to attend all meetings and remain proactively involved through length of term.

#### **Section 5. Elections.**

- A. Time of Election. There shall be annual election of the Board of Directors by the general membership no later than December 15 of each year. The election shall be by a majority vote of eligible voters (paid members).
- B. Method of Election. The Board shall determine whether to conduct elections at a meeting or by a mailed ballot, but all elections shall be conducted by secret ballot. The candidates receiving the largest number of votes shall be declared elected. All candidates shall be notified of the results of the election at the earliest possible time. In case of a tie vote, the successful candidate shall be determined by a majority vote of the current Board members. Any dispute or protests on the election results must be brought in writing to the Board within 30 days after the announcement of the results, and shall be resolved by the Board within 30 days thereafter or as soon as reasonably possible.

**Section 6. Additional Committees.** The Board of Directors and the President may designate additional committees as deemed necessary. The committees shall have such duties and power as may be authorized by the Board of Directors. Committee chairs other than those listed in Article VI, Section 3 are not members of the Board of Directors by virtue of chairing a committee.

### **ARTICLE VII – Meetings**

**Section 1. General Membership.** There shall be a minimum of two general membership meetings each year. The quorum for business to be conducted at a membership meeting shall be 20% of the paid membership. The act of a majority of the members present at a meeting in which a quorum is present shall be the act of the membership. The Board shall provide 30 days notice of any matter which, in the Board’s discretion, necessitates a vote of the general membership. If, however, the matter is time sensitive, the Board may provide as much notice as reasonably possible and may authorize a vote via electronic or other written communication.

**Section 2. Board Meetings.** There shall be a minimum of nine (9) meetings of the Board of Directors in a fiscal year. The quorum for business to be conducted shall be a simple majority of the Board of Directors. The act of a majority of the directors present at a meeting in which a quorum is present shall be the act of the Board of Directors. At any meeting of the Board of Directors at which a quorum is present, any business may be transacted, and the Board may exercise all of its powers. The Board may take any action by telephone (or by other electronic communication whereby directors can participate simultaneously) that it can take at a Board meeting.

**Section 3. Notice of Board Meetings.** Notice of the time and place of regular meetings of the Board of Directors shall be set by January 15, by the President, and shall take place, wherever possible, on the same date and time of each month. Special meetings of the Board of Directors may be held at any time and place, whenever called by the President, the Secretary, or a majority of the Board of Directors.

**Section 4. Notice of Special Board Meetings.** Notice of the time and place of any special meeting of the Board of Directors shall be given by the President or by the person(s) calling the meeting by mail, email, or personal communication over the telephone or otherwise, at least three (3) days prior to which the meeting is to be held. Attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except where the director attends the meeting for the purpose of objecting to the transaction of any business because the meeting was not lawfully called or convened.

**Section 5. Actions by Written Consent.** If an action is time sensitive and is permitted by the Bylaws to take place at a meeting, the action may be taken without a meeting by consent in writing or via email setting forth the consent of two thirds (2/3) of the Board members to the action so taken.

## **ARTICLE VIII – Fiscal Management**

**Section 1. Dues.** Dues of the Organization shall be determined by the Board of Directors and shall include the National and chapter dues. The Organization shall forward the National dues, accompanied by its roll of paid members to the Treasurer of the National Organization at the time determined by the National Board.

**Section 2. Fiscal Year.** The fiscal year of the Organization shall be January 1 through December 31.

**Section 3. Check Approval.** All checks, drafts, or other orders for the payment of money, notes, or other evidence of indebtedness issued in the name of the organization for all debts of the Organization shall be signed by either the President, the Treasurer, or such other officers as shall be determined by the Board of Directors of the Organization. Payments over \$300 shall be approved by at least two officers.

**Section 4. 501(c)(3) Status.** The Organization shall be included in any Internal Revenue 501(c)(3) status of the National Organization. The Treasurer of the Organization shall submit an annual financial report to the National Organization at the end of each fiscal year.

**Section 5. No Liability.** No member acting in her capacity as member or director shall be personally liable for any debt, liabilities, and/or obligation of the Organization.

**Section 6. No Loans.** No loans shall be made by the Organization to any officer, director, or member.

**ARTICLE IX -- Amendment**

These Bylaws may be amended, altered, or repealed by a majority vote of the entire membership eligible to vote at any duly announced meeting of the general membership. Each member shall be sent a copy of the proposed changes at least 30 days prior the date of the meeting. Such amendments or modifications shall be reported to the National Organization and shall be subject to approval of the National Board.

**ARTICLE X – Dissolution of the Organization**

In the event of dissolution of the Organization, all of the remaining assets of the Organization shall, after necessary expenses thereof, be distributed to the National Organization or to a like organization as shall be qualified under Section 501(c)(3) of the Internal Revenue Code of 1954 as amended.

**CERTIFICATION**

\_\_\_\_\_, being Secretary of NAPAWF- DC, hereby certify that the foregoing Bylaws were duly adopted by a majority of the Membership on December 12, 2001.

## Chapter Board Positions

Each chapter should elect a board to govern chapter activities. The most typical chapter positions are described below, but many chapters have created additional types of positions to fill different needs. All chapter board members must be paid NAPAWF members.

### Typical Positions

- ❖ **Co-Chairs/Chair (required)** – The Chair(s) will preside over the chapter activities and membership meetings and facilitate Board decision-making.
- ❖ **Chapter Representative to the National Governing Board (NGB) (required)** – Each chapter must elect a representative to the NGB (for a two-year term).
- ❖ **Treasurer (required)** – The Treasurer will collect and disburse all funds of the chapter, and make deposits to the National Office and withdrawals in a timely fashion. The Treasurer will work with the National Office to ensure proper accounting of chapter finances. The Treasurer will prepare the fiscal budget with the input and approval of the chapter board and will keep regular accounts.
- ❖ **Membership Chair (required)** – The Membership Chair is responsible for developing a membership base with the assistance of members within the chapter. The Membership Chair will prepare and distribute membership materials, recruit interested individuals for membership and board positions, track dues, maintain a current membership list and foster membership development through coordination with the chapter leadership.
- ❖ **Fundraising Chair (recommended)** – The Fundraising Chair will work closely with the national office to ensure proper communication and coordination of chapter fundraising efforts. The fundraising chair is responsible for organizing fundraising events, fostering relationships with potential funders (foundations and individuals), writing grants, as necessary, and partnering with other organizations to build the capacity of the chapter to conduct activities.

### Examples of Other Types of Positions

- ❖ **Policy Advocacy Chair** – The Policy Advocacy Chair will coordinate the policy advocacy activities of the chapter, which can include letter writing campaigns, educational forums, legislative visits, and hearings.
- ❖ **Community Liaison Chair** – The Community Liaison Chair will be responsible for establishing relationships and promoting partnerships with local community-based organizations in convening NAPAWF activities.
- ❖ **Director of Lesbian, Bisexual, Transgender (LBT) Issues** – The LBT Chair will foster LBT- friendly programs and activities and in ensuring the inclusion of issues related to API lesbian, bisexual women, and transgender persons and youth.
- ❖ **At-Large/Working Group Member** – An at-large/working group member is more involved than a general member and commits to being involved with the planning and implementation of activities. These positions are especially good for those members who want to be involved in leadership of the chapter, but aren't ready to commit to a specific position or new members that want to learn more about the organization.
- ❖ **Historian** – A historian is important for retaining the history of the chapter from year to year. This position is in charge of all types of record-keeping for the chapter, including taking minutes, recording actions, noting annual goals and plans, sending out announcements through the listserv, and passing down the information to new board members.

## Timeline for Chapter Board Elections

Once you've outlined the positions for your board, it's time to host elections to fill them! Here's a guideline for when election-related activities should be happening in your chapter.

### October

**Survey current board members.** Who will be returning? Are they interested in a different position? Who will be leaving? Understand reasons for leaving; if it has to do with chapter/board issues- try to address them to make improvements.

**Review current positions with board.** Were there unfilled positions that can be consolidated to ensure a more effective board? Are there positions that are not on your board that are desired? If you need to make changes in your bylaws—make sure you do so according to your chapter policies.

**Recruit new board members.** Have there been active chapter members who would be an asset to your chapter and could make a one-year commitment? Remember that chapter representatives to the National Board require a two-year commitment

**Recruit a volunteer to run election process.** This could be a departing board member or an active chapter member; this person should not be running for a position.

**Set a date and place for elections.** Some chapters allow for members to vote over email; review your by-laws to see if this is an option.

### November

**Publicize board positions and election date.** Include a call-out for new board members. Distribute widely but make sure you include expectations of board members (i.e. one-year commitment, meetings, etc.). Post on your website. Collect short bios. Encourage “co-chair” positions to enhance capacity of board.

**Send out ballot with short bios of candidates.** Make sure candidates have paid/renewed membership. Collect membership fees. Prepare paper ballots for meeting and share over email. Set clear deadline for casting ballots.

**Elect new board.** Check your by-laws so you know how many members you need present to have quorum. Make sure your process is simple and transparent. Make sure that members who vote are paid members.

**Announce Board.** Include a welcome note and a quick bio of each board member. Post on your website and send to your list-serv. Send your board contact information to the National Office.

### December

**Holiday Event.** Introduce new board members; recruit new members. Renew membership. National Office sends current members renewal packets.

## **January/February**

**National Face-to-Face Board Meetings.** Make sure your chapter representative or leadership shares the agenda with your entire board. Provide your representative with a chapter update and submit your goals with targets (i.e. membership, fundraising, etc.). Include any questions or issues your chapter would like addressed. Provide any discussion points/questions/votes (if requested) on agenda items.

**Chapter Leadership Training.** Several new/returning chapter leaders from each chapter are invited for the annual national leadership training (coincides with the first National Governing Board meeting of the year). The leadership training offers an opportunity for chapter leaders to meet other chapters; and gain organizational, leadership and advocacy skills for the year ahead. It is expected that chapter leaders will return and share this information with other members in the chapter.

**Board Retreat.** Take a full-day retreat to have your board members get to know each other and to set your agenda, goals and expectations for the year. Make sure your goals are aligned with National goals/programs, if possible. National staff are available to facilitate these retreats. For more information, contact Lisa Fu.

## Chapter Representative to the National Governing Board Responsibilities<sup>3</sup>

One of the most important chapter positions is your Chapter Representative to the National Governing Board (NGB). Because the NGB is a separate entity from your local chapter and is responsible for the direction and governance of the national organization, the chapter representative to the NGB has an additional set of responsibilities.

The Chapter Representative functions in dual roles to: 1) represent the priorities and interests of the Chapter to the NGB and 2) communicate pertinent NGB activities to the chapter board and members. Active communication with both entities is imperative to ensure effective representation and the proper exercise of voting privileges on both boards.

In addition, the Chapter Representative functions as a board member of NAPAWF, and must sign a NAPAWF Board Member agreement that outlines additional fiscal, legal, and organizational responsibilities. Chapter representatives are expected to serve 2 years as a member of the NGB. Like all other board members, they are expected to participate in bimonthly conference calls, and attend two face-to-face meetings per year. In addition, members are expected to fundraise, serve on at least one board committee, and act as an ambassador for NAPAWF.

In order to effectively fulfill the functions, the Chapter Representative must participate in more meetings than local chapter board members, including:

- Local chapter board meetings (as arranged and agreed to with local chapter board)
- NGB conference calls every other month
- NGB face-to-face meetings twice a year
- Chapter representatives are strongly encouraged, but not required, to participate in quarterly chapter leadership calls
- Serve on a NGB committee.

Because the work of the Chapter Representative is quite demanding, many chapters have found it helpful to elect a member who already has experience with the chapter. For example, some chapters have designated the Chapter Representative role to the outgoing Chapter Chair (if she is willing to continue to commit to the board). By doing so, the chapter maintains a fluid transition for chapter leadership by keeping the outgoing Chapter Chair on the board to advise the chapter and help influence decisions made at the national level. This also allows for the chapter to have a strong presence on the National Governing Board because their representative brings chapter knowledge and experience to make informed decisions. In addition, some chapters have provided more flexibility to this position by allowing the Chapter Representative (who has experience with the chapter) to attend less chapter events and/or meetings because the time commitments to the NGB are greater. This flexibility helps to prevent burnout, and keeps people healthy and positive.

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<sup>3</sup> In 2009, a Membership Council shall be established, with elections of Membership Council Leaders in lieu of chapter representatives.

## Chapter Board Retreats

Once you elect your new chapter board, you want to pull board members together for a strategic planning retreat, ideally in January or February. It's a time for board members to get to know each other, to brainstorm ideas for activities for the year, and to map out timelines and responsibilities to carry out the NAPAWF mission!

National staff are available to help you plan and facilitate your retreats. For more information, please contact Lisa Fu.

Choose a location where board members can get away from the typical work environment – maybe somebody's house, a nice retreat space, etc. The following is a sample agenda from the Seattle Chapter for a chapter board retreat:

### Friday

- 6:30 - 7:00pm Potluck
- 7:00 - 7:10pm Mission/vision (NAPAWF)
- 7:15 - 8:00pm Seattle Chapter's Goals (short-term and long-term)
- 8:00 - 9:00pm Members as Resources (strengths)
- 9:00pm- Social Time

### Saturday

- 8:30am Breakfast
- 9:00 - 9:15am Recap of Friday
- 9:15 - 9:45am Chapter positions/Organization of Labor
- 9:45 - 10:00am Leadership Recruitment
- 10:00 - 10:45am Member Outreach
- 10:45 - 12:15pm Future Activities (quick recap of events this year)
- 12:30 - 1:00pm Lunch
- 1:00 - 2:30pm Fundraising for General operating funds, and Conference (methods: current opportunities, future...)
- 2:30 – 3:30 pm Financial Planning—Drafting the Annual Budget
- 3:30 – 4:00 pm Increase NAPAWF visibility (poster-boards for tabling, pamphlets, name tags, what else?)
- 4:00 - 5:00pm Next Steps: Strategic Timeline for the remainder of the year
- 5:00 - 6:00pm Recap of Retreat/Quick debrief

### **Section 3: Membership Recruitment and Retention**

NAPAWF's mission of advocating for social justice for API women and girls can only be achieved with the support and participation of individuals and community organizations. Because of the importance of building a strong foundation and network of supporters to champion change, recruiting and retaining members is one of the chapters' most important goals. It is also one of the most difficult.

The following are several best practices for recruiting members to NAPAWF. You should also try your own and let us know what works!

#### **10 Best Practices for Membership Recruitment**

#10: Invite everyone you know to all NAPAWF functions - Your circle is larger than you think! Always think about inviting a friend or colleague to a NAPAWF function (meeting, education forum, volunteer effort or fundraiser). Make sure to follow up with your friend/colleague after a function to see if you can offer additional information about the chapter. Most NAPAWF members were recruited to the organization initially based on personal relationships.

#9: Build a personal relationship with every visitor to a NAPAWF function. Make sure that all new attendees to events are meeting at least two current members. You should not let a visitor leave without her/him meeting active NAPAWF members and finding out more about the organization. Remember, it is about personal relationships.

#8: Distribute the outreach materials (e.g. membership brochures, Top 10 Reasons to be a NAPAWF member, envelopes, etc) at every event. Every function is an opportunity to reach out to potential new members. There should be time set aside at each meeting to provide a brief introduction to NAPAWF for any first time visitors.

#7: Organize activities that allow for individuals to volunteer and participate at varying levels. Often, there will be a core group of members who want to be active in driving the chapter and organizing the events; a second larger group of members who may volunteer at events from time to time; and a third even larger group of members who simply want to attend an event. Don't be discouraged if members do not want to be active volunteers – design events that allow for everyone to participate.

#6: Set aside time to talk about issues affecting API women as a way to attract new members. New members are attracted to the issues and what the chapter does to address these issues. Examples of chapter activities include discussion forums, book clubs, and movie nights.

#5: Become knowledgeable about the issues impacting API women. As chapter leaders or active members, you are ambassadors for the organization. Use board meetings as an opportunity to educate yourself on various issues impacting API women. You can assign an article for discussion or invite a guest to talk about an issue.

#4: Elect a membership chair and identify the social members of your chapter to help with membership. Have the membership chair provide an update every month regarding current and new members. Take a few minutes to strategize about ways to improve membership recruitment.

#3: Set a goal for membership each year, and review that goal every month. Make a contest to see which board member can bring in the most members.

#2: Be the example you want to see in others. Passion about NAPAWF is contagious, and it comes through when you develop your personal relationships.

#1: Make the connections for people - when talking about the importance of NAPAWF membership, remember to emphasize that membership is part of our base-building effort. Change on the issues we care about requires a movement of many women to succeed.

## **Top 10 Reasons to be a NAPAWF Member**

1. To be part of a larger national and international movement of activists working towards improving the lives and well-being of Asian and Pacific Islander (API) women and girls.
2. To build and expand an activist network of API women and build a progressive API women's movement.
3. To develop leadership and advocacy skills.
4. To learn about issues locally and nationally that impact API women.
5. To create a sustainable community that provides inspiration, support and fun.
6. To connect with people who share similar stories and experiences.
7. To increase political awareness
8. To build a legacy of work for future generations of API women and girls
9. To work in partnership with other progressive individuals and organizations throughout the country
10. To affect positive social change on many levels.

## **Benefits of Membership**

For the bargain price of only \$30 a year (\$15 for low-income individuals and students), members receive the following array of benefits:

- ❖ Membership in the largest national network of progressive API women
- ❖ Early copies of reports on issues impacting API women
- ❖ Access to hip and political apparel and merchandise
- ❖ Discounts to NAPAWF's annual conference and other events
- ❖ Training sessions on advocacy and leadership development and chapter management (for chapter leaders)
- ❖ The fulfillment of uniting with fierce NAPAWF sisters nationwide in defending the rights of API women and girls.

# MEMBERSHIP FORM

## NATIONAL ASIAN PACIFIC AMERICAN WOMEN'S FORUM

Be a part of building an Asian Pacific American Women's Movement. Join Us! To join NAPAWF, please go to [www.napawf.org](http://www.napawf.org) and click on "Make a Donation Now" to pay by credit card or fill out the form below and mail it with your check payable to:

" NAPAWF, \_\_\_\_\_ Chapter"

**Annual Membership Due**—*Note: The membership year is from January 1 through December 31*

- \$15.00 Student Membership Dues
- \$30.00 Regular Membership Dues—One Year
- \$50.00 Regular Membership Dues—Two Years
- \$100.00 Justice Seeker
- \$250.00 Community Leader
- \$500.00 Movement Builder
- \$1,000.00 Fierce Advocate

As a 501c3 organization, the difference between the Regular Membership Dues and the amount paid as a Justice Seeker, Community Leader, Movement Builder or a Fierce Advocate is eligible as a tax deduction.

Mail your check and the completed form to:

NAPAWF, 6930 Carroll Avenue, Suite 506, Takoma Park, MD 20912

Please let us know what you are most interested in. Check the issue(s) you are interested in:

- |   |  |                                      |
|---|--|--------------------------------------|
| <input type="checkbox"/> Civil Rights       | <input type="checkbox"/> Ending Violence Against Women | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Economic Justice   | <input type="checkbox"/> Health & Reproductive Freedom | _____                                |
| <input type="checkbox"/> Educational Access | <input type="checkbox"/> Immigrant & Refugee Rights    | _____                                |

Please provide information for the membership directory.

Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Preferred Mailing Address: (Home) (Work) \_\_\_\_\_

Preferred Phone No. (Cell) (Home) (Work) \_\_\_\_\_

Email Address: \_\_\_\_\_

Your contact information will be kept confidential and not be sold to marketers other agencies. Your contact information will be used to alert you of upcoming events, meetings and to invite you to join the *Chapter Listserv!*

For more information please contact our Chapter Membership Rep at \_\_\_\_\_

## Sample Talking Points for Recruiting New Members

Feeling tongue-tied? Here's a sample of some points you could highlight when you are approaching somebody who is new to NAPAWF. These are just guidelines – be natural and your passion will come through!

- ❖ Introduce yourself
- ❖ Welcome the new person to NAPAWF's event
- ❖ Find out whether the person is familiar with NAPAWF
  - Sometimes it helps to ask people how they heard about the event or what brought them there
- ❖ Make a connection
  - Discuss what makes NAPAWF so wonderful and unique compared to other organizations
  - Let them know about other members with similar interests
- ❖ Recruit her/him to be a member
  - Distribute outreach materials
  - Highlight the benefits of membership and the ten great reasons to be a member
  - Discuss the great chapter activities and events planned, and how members are involved
- ❖ Follow-up
  - Use email or phone to answer any questions and make sure the person becomes a member
  - Mention an upcoming event and encourage her/him to attend

## How to Retain Members

Many chapter members underestimate the importance of retaining members. There are several reasons why focusing on retaining members is critical to your chapter's success. Here are a few.

### **Long-term members:**

- Serve as important mentors and role models for newer members.
- Provide incentive to new members that the chapter has long-time dedicated and passionate members that they'll be able to learn from, and build a friendship with.

### **Here are several tips for how to retain your members:**

- Send a personal thank you note for joining, volunteering or attending an event. The message could be an e-mail message.
- Send birthday greetings or holiday greetings.
- Use quotes or testimonials from some members who aren't active but still feel membership is valuable. Ask those who are not active but continue to renew to contact other inactive members.
- Give an incentive, such as a free gift, a Chapter T-Shirt for example, to members who renew by a certain date.
- Communicate the chapter's successes and activities to members on a regular basis.
- Send quarterly or bi-annual membership renewal notices.
- Send a special thank you to first-time renewals. Members tend to drop membership within the first two years. Therefore, focus hard on the first renewal. Keep their attention and remind them of the importance of NAPAWF.
- Identify and recognize members with the longest tenure. It reiterates the message that people find NAPAF, stay in NAPAWF and invest in the organization.
- Set annual renewal goals for your chapter. Create a membership committee, led by the membership chair.
- Establish buddy system or a member-mentoring plan. Assign new members to current members.
- Follow-up on meetings and events, send announcements on the Listserv about what happened during meetings, trainings, lobby days, etc.

## Section 4: Chapter Activities

Chapter activities are important because they serve as vehicles to share the agenda of your chapter not only with your members, but also with the community. Having a variety of activities allows you to pull in a broader range of people depending on their commitment and interests. You can tailor the activities to your resources (people power, time, money, etc.). Below are some common activities that chapters do to get you thinking.

### **Organize an advocacy campaign for a local/state/national issue**

- ✓ Set up meetings with elected officials, and form groups of NAPAWF members to meet them and talk about the issue
  - ✓ Coordinate, sponsor and actively participate in discussions, rallies, demonstrations addressing issues central to API women and girls
  - ✓ Write and distribute position papers, which express positions central to API women and girls.
  - ✓ Coordinate petition or letter writing campaigns to elected officials about an issue
  - ✓ Implement public, community-level accountability of abusers
  - ✓ Direct action against local businesses or institutions which promote violence against API women and girls
- 
- ❖ Example: The Bay Area Chapter coordinated a team of NAPAWF members to go to Sacramento and encourage support of legislation to provide interpreters for women facing legal issues in civil courts. They met with 4 to 5 different legislative offices on the issue.
  - ❖ Example: The Washington DC Chapter coordinated NAPAWF members to rally in support of the “Comfort Women” who were seeking redress for the historical injustices they experienced.
  - ❖ Example: The Seattle Chapter developed a Public Service Announcement in both Vietnamese and English, encouraging Vietnamese women and girls to get regular pap smears because of the high cervical cancer rates in the community. In addition, the Seattle Chapter has a monthly advocacy column in the International Examiner and writes about issues impacting API women and girls.
  - ❖ Example: The New York Chapter spoke at a rally held to persuade the presiding Governor to sign into law a state bill on emergency contraception. Among many women and reproductive rights leaders, the chapter leader ensured that an API women’s perspective was provided on the issue of emergency contraception. The chapter also co-sponsored a mayoral candidates’ forum in partnership with other women of color groups.

### **Educate community and NAPAWF members about social justice issues**

- ✓ Host an educational forum on an issue impacting API women
  - ✓ Invite a guest speaker to a NAPAWF meeting and discuss an issue happening in your community or nationally
  - ✓ Convene a book club so that members can share thoughts about readings together
  - ✓ Distribute NAPAWF fact sheets at various events
  - ✓ Conduct teach-ins and consciousness-raising sessions
  - ✓ Produce and distribute public information in the form of flyers, posters, etc
- 
- ❖ Example: The Sacramento chapter hosted a dim sum event featuring a guest speaker to discuss ways that API women could advance in politics.
  - ❖ Example: The Bay Area Chapter convened a monthly book club for members to participate in reading and learning more about issues impacting API women.

- ❖ Example: The Seattle Chapter holds political consciousness-raising dialogues every other month to educate its members and public about the issues impacting API women and girls. These sessions boost the level of membership and commitment of members.

### **Address a community need**

- ✓ Depending on whether you decide to join up with another organization for volunteering or pull together something on your own, this can be an easy or harder task
- ❖ Example: The Sacramento Chapter put together a school supply drive for children who are part of the recent Hmong refugee resettlement in Sacramento.
- ❖ Example: The Washington DC chapter paired up with a community-based organization so that NAPAWF members participated in a mentoring program with API young girls.

### **Collaborate with other organizations**

- ✓ An excellent choice because it connects you to the community and also helps to distribute the burden of work
- ✓ This can range from being a sponsor and encouraging your members to attend to jointly planning the event
- ✓ Promote activities which create dialogue and coalitions among women of color
- ✓ Promote activities which organize and advance the leadership of youth of color
- ✓ Also think of ways to work with other NAPAWF chapters
- ❖ Example: The Washington DC chapter partnered with the Asian Pacific American Labor Alliance to host a screening of “Walmart: The High Price of Low Cost.”
- ❖ Example: The LA chapter co-sponsored a showing of “Iron Jawed Angels” along with a number of other organizations to celebrate the anniversary of ratification of the 19<sup>th</sup> amendment.
- ❖ Example: The New York Chapter hosted a comprehensive panel with a number of speakers and collaborative organizations on the impact of 9/11.



## What NAPAWF as a Non-Profit Can't Do

All 501(c)(3) nonprofit organizations are strictly prohibited from participating or intervening in any federal, state, or local candidate campaign activity. Because NAPAWF is a nonprofit organization, members should refrain from using NAPAWF resources—such as chapter listservs, chapter meetings, and NAPAWF materials—to endorse or oppose a particular candidate, or distribute information with a partisan viewpoint about a candidate (such as a PAC newsletter). If a member plans to engage in political electioneering activities for a candidate, she may do so as long as she does not represent herself as a NAPAWF member during the activity.

On the other hand, NAPAWF members and chapters may engage in non-partisan voter education activities, such as organizing GOTV/voter registration drives, distributing voter education guides, and educating other NAPAWF members or the public about election issues (such as immigration reform, the war in Iraq, health care reform, etc) and ballot propositions.

For example, as a NAPAWF member:

*DO send out information about a ballot proposition and its impact on API women.*

*DO ask community members to vote in favor of ballot propositions important for API women.*

*DO conduct training sessions on how individuals can participate in the political process.*

*DO organize GOTV (get out the vote) drives so that more people participate in the democratic process.*

*DON'T send out an email inviting NAPAWF members to a fundraising event for a political candidate, even if the candidate is your best friend and an amazing API woman.*

*DON'T organize GOTV (get out the vote) drives for a particular candidate.*

*DON'T ask everyone on the NAPAWF listserv to vote for a political candidate.*

For more information, please refer to the Alliance for Justice's "Permissible Election Activities Checklist" and "Election Activities of Individuals Associated with 501(c)3 Organizations," or contact Priscilla at [phuang@napawf.org](mailto:phuang@napawf.org).

## Websites for Information About Legislation

### **Federal**

[www.thomas.loc.gov](http://www.thomas.loc.gov)

### **California**

[www.leginfo.ca.gov](http://www.leginfo.ca.gov)  
[www.assembly.ca.gov](http://www.assembly.ca.gov)  
[www.senate.ca.gov](http://www.senate.ca.gov)

### **Washington**

<http://www.leg.wa.gov/legislature/>

### **New York**

<http://www.nysl.nysed.gov/ils/legislature/legis.html>

### **Illinois**

<http://www.ilga.gov/>  
[http://www.illinois.gov/government/gov\\_legislature.cfm](http://www.illinois.gov/government/gov_legislature.cfm)

### **Maryland**

<http://mlis.state.md.us/>

### **Virginia**

<http://legis.state.va.us/>

### **Washington DC**

<http://www.dccouncil.washington.dc.us/>

### **Minnesota**

<http://www.leg.state.mn.us/>

### **Connecticut**

<http://www.cga.ct.gov/>

## Section 5: Fundraising

Many chapters fundraise to support their activities. Often, they can be as elaborate or low-key as your chapter would like them to be. For example, chapter fundraisers have ranged from the sale of t-shirts to a full-scale performance event. Frequently, chapters include a silent auction component to their events, which entails soliciting donations that can be auctioned off.

Examples of Fundraisers:

- ❖ The Washington DC chapter hosts an annual performance, featuring API female artists including comedians, musicians, and writers.
- ❖ The Bay Area chapter held a showcase for local performance artists including bands, and a stand-up comedian.
- ❖ The Sacramento chapter wrote a grant proposal to raise travel funding for members to attend the March for Women's Lives.
- ❖ The Seattle chapter designed and printed t-shirts that were sold at various community events.
- ❖ Several chapters have written grant proposals for small amounts of funding for their projects. (Please check-in with the National Office to get approval.)

Once you raise funds, there are certain requirements and processes for ensuring your money is deposited correctly. Please follow the instructions on the next few pages.

## Chapter Fundraising Policies

For special events or fundraisers held by Chapters:

- ❖ 30% is allocated to the National Office
- ❖ 70% is allocated to the local chapter

For funding raised by membership dues:

- ❖ 30% is allocated to the National Office
- ❖ 70% is allocated to the local chapter
- ❖ If there is NO local chapter near the individual and the person has not designated a chapter, then 100% of the membership dues is allocated to the National Office.

For funding raised by donations and contributions:

- ❖ If the donor specifically stated the funds are to go directly to a chapter, 9% is allocated to the National Office for administrative costs, and 91% is allocated to the chapter.
- ❖ If the donor did not specifically state a chapter as the recipient of the funds, 100% is allocated to the National Office
- ❖ Exceptions can be made on a case by case basis by the Executive Director.

For funding raised by the API Fierce Sister Tour:

- ❖ 100% is allocated to the National Office

For funding raised by sales revenue (e.g. t-shirt sales):

- ❖ A percentage is allocated to state sales tax
- ❖ 9% is allocated to the National Office for administrative costs
- ❖ The remainder is allocated to the chapter

## Corporate Fundraising Policies

NAPAWF recognizes the importance of financial support from a variety of sources, including support from corporations and corporate foundations. To ensure NAPAWF receives support from socially responsible corporations, the following guiding principles will apply:

- ❖ A corporate donor's activities should not conflict with NAPAWF's mission or programs.
- ❖ The corporate donor is considered a socially responsible company by screening entities including but not limited to socially responsible investment funds.
- ❖ The corporate donor is not involved in active litigation regarding, or has not been implicated in, discriminatory conduct against its employees or public based on race, gender, disability, sexual orientation, national origin, and religion.
- ❖ The corporate donor is not involved in active litigation or negotiations involving labor disputes, wage and hour violations, abuse of undocumented immigrants, occupational hazards, etc.
- ❖ The corporate donor must be vetted by the National Governing Board fundraising committee.
- ❖ An ideal corporate donor should promote a diverse workforce, sustainable environment, and fair trade.
- ❖ Corporate donors involved in arms manufacturing, tobacco, sweatshop labor and other socially irresponsible activities should be avoided.

### The Vetting Process:

Following a request from the national office, a chapter or board member, the fundraising committee shall request a member of the committee to conduct research on a potential corporate donor by reviewing socially responsible funds, conducting news searches for any potential litigation against the corporate donor, reviewing appropriate government agency websites, contacting allied organizations with potential knowledge about corporate donor activities, and reviewing any other appropriate websites or sources. The committee members shall make a diligent effort to thoroughly review the potential corporate donor. The fundraising committee shall provide a response to the national office within two weeks from the date of the request.

## Silent Auction

Many chapters have held successful silent auctions to raise funds for their chapter. Here are some tips in helping your chapter plan your successful silent auction.

**Pros**—A silent auction can be run on its own or in tandem with other events, and it can be designed to fit virtually any financial goal!

**Cons**—For most items, the winning bid may be far below retail cost, so you'll need to gather items whose total value is much more than the amount you hope to raise. Plus some donors, especially artists, may not be aware that items are generally sold at below cost and maybe offended if the items they donate is sold at a value below what they believe it is worth. You need be sensitive to this issue.

**How It Works**—Items to be auctioned off are displayed with a brief description of the item and often an acknowledgement to the donor. This can be a simple, "Donated by" followed by the company's business card or "Made by" followed by the artists' business card. Free advertisement for the donor is often a strong incentive for many donors to give. Assign each item a unique number. Write that number on the corresponding bid sheet. Set a minimum starting bid, and the minimum bid increment (every bid must go up by this amount or be discounted). Provide this information along with the retail value clearly on the bid sheet. Then the fun begins! People write down bids and try to outbid each other over a set length of time. Provide extra pens! When the time is up the highest bidder wins. Announce the winners by referencing the item number, collect funds from the winner, provide the winners with a receipt and distribute items.

**Making the Most of It**—(1) Compile a list of desired items and local businesses to approach for donations. Besides the usual tickets and gift certificates, think of unique items to make your silent auction different and memorable, such as one of kind works of art from up and coming women API artists! (2) When someone agrees to make a donation, follow-up with a confirmation letter. (3) Ask the donor, especially if its an artist, for tips on how to best display the item. Do you need an easel? Do you need a stand? (4) Consider raffling off a few additional items every 15 to 20 minutes to keep the interest level high.

**What is deductible?**—The general rules are as follows:

- ❖ **Deductibility by the donor**—a donor may deduct the fair market value of a tangible item donated to be sold at auction. BUT as a nonprofit (NAPAWF), you should never place a value on what is donated, but rather simply state what was donated. It is the responsibility of the donor to determine the value for his/her personal records.
- ❖ **Artists Donating their Artwork**—An artist is limited to deduction of the actual cost of the materials used to create a work of art. Value associated with the artists time and talents used to create the work of art is considered a gift of services provided by the artist and cannot be deducted. Again as a nonprofit, you should never place a value on the materials used, but rather simply state what was donated.
- ❖ **Deductibility by the successful bidder**—a successful bidder for an item sold at a charity auction may not deduct the price paid for the item won. The IRS considers the transaction as an exchange for a "gift." If, however, the bidder can provide written documentation that they paid more than the fair market value for the item, they may be able to deduct the difference between the price paid and the item's fair market value.

- ❖ **Donations made on top of the price of the item won**—a successful bidder can pay for the item won, plus add on top of that amount a donation to NAPAWF. The donation is treated like any other financial donation to NAPAWF. The breakdown of how much is being paid for the item won and how much is a donation must be clearly specified on the receipt or on the check itself.

## Membership Dues

Given the importance of membership to NAPAWF, an important fundraising component is generating dues. The following are some talking points that you can utilize:

- ❖ Dues support NAPAWF's mission of advancing social justice for Asian Pacific American women and girls. NAPAWF's work is not possible without financial support.
- ❖ NAPAWF dues are affordable. Only \$30 annually, and \$15 for low-income and student members.
- ❖ Dues help build the financial strength of chapters. 70% of membership dues are allocated for chapters to use on their local activities.
- ❖ Because dues are a sign of a commitment to the organization and values, it is a requirement that individuals who become chapter leaders or board members must pay dues.

Based on experience, one of the key ways to increase membership dues is to market them in connection with an important event:

- ❖ When coordinating local chapter events, offer discounts or free admission for members (and those who sign-up for membership at the event).
- ❖ When a NAPAWF publication is released, use events to highlight the work and make a pitch for membership dues.
- ❖ Use the board elections as an opportunity to secure renewals of membership dues from existing members.
- ❖ Use membership drives as a mechanism to outreach to new members as well as remind current members to renew.

## Section 6: Financial Management

Creating a budget is often one of the most challenging yet important tasks for a local chapter of NAPAWF. A budget is an expression, in financial terms, of the chapter's annual plan of operation designed to achieve the objectives of the chapter.

### Reasons Why a Budget is Important:

- It helps the chapter to prioritize its goals and the activities needed to achieve those goals.
- It highlights potential shortfalls in resources, helps set fundraising goals tied to chapter accomplishments, and when completed in a timely manner, gives your chapter leaders time to take corrective action.
- It creates a baseline against which actual results can be compared and thereby serves as a way to measure an organization's growth and challenges.

### Typical Resources for Reference When Creating a Budget

1. Plans - The chapter's list of priorities, goals, or annual game-plan should be an important influence in the budgeting process. Budgets should reflect the chapter's expected outcomes, related costs, and expected results.
2. Old Budgets and Notes - Past and current budgets, finances, or even random notes that reference costs, expenditures & outcomes can be used as a guide. They can refer to a specific event or the entire chapter. It can be notes from the organizer of last year's annual fundraiser or minutes from chapter meetings or the previous year's chapter retreat. The information can come from your own chapter or from another chapter that has already developed a budget.
3. People - Good communication is essential to developing both good plans and good budgets. From your chapter leaders, long-term or active members, national staff or board, or local businesses that often support your chapter, ask people who are the most knowledgeable. The higher the quality of information, thought, and input into the process, the more likely a more realistic budget will result.

Please keep in mind that a budget is your best estimate. It will not be perfect! It's impossible to predict the future and issues may arise during the year, such as changes in the economy or a surprise influx of funds due to a generous funder!

It can take a lot of up-front work to establish but don't be deterred. Once created, a working budget takes minimal maintenance and can relieve a lot of anxiety.

### Simple Budgeting Steps

1. Current Balance - How much is in your chapter's account as of January 1? How much cash do you have now? Enter the information in the "Income" Section of the Budget Worksheet.
2. Income to be Deposited - Does a past chapter leader have funds they forgot to deposit into your account? Is a member holding a cash box that was used at your recent meeting? Find out. Enter the information in the "Income" Section of the Budget Worksheet.
3. Base Income - What revenue can your chapter depend on? How many individuals are on the board? How much does each board member pledge to donate? Or how much will the chapter earn from each board member renewing her membership? Can each board member secure one membership renewal, one gift membership, and one new membership? Does your chapter hold an annual fundraiser that raises a minimum of \$2000? Did your chapter receive an award letter securing a grant to be received during the current year? Does a founding sister or other supporter in the community annually donate to your chapter? List all funds you are confident will be earned this year. Take detailed notes. Enter the information in the "Income" Section of the Budget Worksheet.

4. Set or Fixed Costs - List your fixed monthly, bi-monthly or quarterly costs, such as a PO Box rental fee, food for monthly meetings, etc. Take detailed notes. Enter the information in the “Expenses” Section of the Budget Worksheet.
5. Outstanding Debts - Have you not submitted an invoice to be paid? Does your chapter owe the National Office money? Have chapter leaders or active members forgotten to submit reimbursements and intend to? Take detailed notes. Enter the information in the “Expenses” Section of the Budget Worksheet.
6. Highest Priority Goals/Activities - What is your chapter’s top 1 to 3 activities or goals for the year? What do you need to do to achieve these goals? If holding an annual advocacy day is a top priority, do you need funds to copy handouts, rent a van & pay for gas to transport community members, stipends guest speakers, or food? Take detailed notes. Enter the information in the “Expenses” Section of the Budget Worksheet.
7. Balancing Your Budget - Add all income. Subtract all expenses. The goal is to have a zero-based budget. This means all income equals all expenses. Total income minus total expenses equals zero.
  - a. Are you in the positive? Do you have an excess of funds? The easiest thing to do is to put the remainder in a reserve fund. A reserve fund establishes a cushion for your chapter from year to year, it allows for a greater margin in error in case you underestimated expenses, etc. OR look at your list of priorities, identify your next highest priority and enter the related expenses.
    - i. Review and redo Step 7 from the beginning.
  - b. Are you in the negative? Do your expenses exceed your income? By how much? This is the minimum amount you need to raise or cut in your current expenditures? Or you can do a combination of both.
    - i. Additional Resources - Can you increase your membership? Determine what your chapter can do. You cannot spend what you do not have. To meet your current goals, you need greater resources. List what activities you can do and come to an agreement as to how your chapter will fundraiser additional resources. List the related expenses. List the projected income. Take necessary notes. Add the income in the budget worksheet.
      1. Redo Step 7 from the beginning.
    - ii. Cutting Expenses - Have you over-estimated? Can you achieve your goals with fewer resources? Can you use a donated space for your meetings and not rent a space? Can you do pot-luck dinner and have everyone bring food instead of catering food? Take notes. Make changes to your expenses in the budget worksheet.
      1. Redo Step 7 from the beginning.
  - c. Does your total income equal your total expenses?—You’re DONE!!!—for now.
8. Every Quarter or at a minimum, Bi-Annually—Compare your actual income and expenses with your budget. Make changes to your budget to reflect reality or new plans. Always end with a zero-based budget.

**Next, determine the timing and priority of expenses ahead of time** – Plan month to month the order in which expenses must be paid and funds must be raised. Pay close attention to events that will require a lot of funds to execute. Ensure your fundraisers take place before this time so that you have the money you need.

**BUDGET TEMPLATE (part 1 of 3)**  
**(For the period 01/01/07-12/31/07)**

Chapter \_\_\_\_\_  
 Completed by \_\_\_\_\_  
 Date Last Updated \_\_\_\_\_

	<b>CHAPTER TOTAL</b> [A] = [a+b]	(optional) Project 1 [a]	(optional) Project 2 [b]
<b>INCOME</b>			
(1) Memberships			
Minus 30% to National			
<b>(a) Total Membership Revenue</b>			
(2) Donations/Contributions* (Donor Restricted to Chapter)			
Minus 30% to National			
<b>(b) Total Donations/Contrib Revenue</b>			
(3) Sales Revenue			
Minus State Sales Tax			
Minus 9% to National			
<b>(c) Total Sales Revenue</b>			
(4) Silent Auction			
(5) Raffle Tickets			
(6) Special Event Ticket Sales			
(7) Event Sponsorship/Program Ads			
(8) Other Event Revenue			
Subtotal			
Minus 30% to National			
<b>(d) Total Memb./Donations</b>			
(9) Other Revenue			
Minus __% to National (please inquire)			
<b>(e) Total Other Revenue</b>			
<b>TOTAL CHAPTER REVENUE</b> ( a + b + c + d + e)			



**BUDGET TEMPLATE: SAMPLE COMPLETED BUDGET (part 3 of 3)**  
**(For the period 01/01/07-12/31/07)**

Chapter \_\_\_\_\_ Bay Area Chapter \_\_\_\_\_  
 Completed by \_\_\_\_\_ M Lee \_\_\_\_\_  
 Date Last Updated \_\_\_\_\_ 12/15/2006 \_\_\_\_\_

	<b>CHAPTER TOTAL</b> [A] = [a+b]	<b>Project 1 General/Other</b> [a]	<b>Project 2 Fundraiser</b> [b]	Sample Narrative
<b>INCOME</b>				
(1) Memberships	\$1,400.00	\$600.00	\$800.00	[a] \$30 rate x 20 memberships [b] \$50 rate x 10 membership, and \$30 rate x 10 memberships
Minus 30% to National	(\$420.00)	(\$180.00)	(\$240.00)	
<b>(a) Total</b>	<b>\$980.00</b>	<b>\$420.00</b>	<b>\$560.00</b>	
(2) Donations/Contributions* (Donor Restricted)	\$2,300.00	\$300.00	\$2,000.00	[a] Mr. Lee \$50, Ms. Cruz \$250, [b] 1 Fierce Advocate @ \$1K, and 4 x \$250, Community Leaders.
Minus 9% to National	(\$207.00)	(\$27.00)	(\$180.00)	
<b>(b) Total</b>	<b>\$2,093.00</b>	<b>\$273.00</b>	<b>\$1,820.00</b>	
(3) Sales Revenue	\$950.00	\$350.00	\$600.00	38 shirts x \$25/each
Minus State Sales Tax	(\$76.00)	(\$28.00)	(\$48.00)	
Minus 9% to National	(\$85.50)	(\$31.50)	(\$54.00)	
<b>(c) Total Sales</b>	<b>\$788.50</b>	<b>\$290.50</b>	<b>\$498.00</b>	
(4) Silent Auction	\$500.00		\$500.00	10 pieces x \$20, and 6 pcs x \$50
(5) Raffle Tickets	\$200.00		\$200.00	\$5 each x 40 raffles
(6) Special Event Ticket Sales	\$1,000.00		\$1,000.00	\$10 per ticket x 100 tickets
(7) Event Sponsorship/ Ads	\$1,100.00		\$1,100.00	10 ads x \$100, and 5 ads x \$20
(8) Other Event Revenue				
Subtotal	\$2,800.00		\$2,800.00	
Minus 30% to National	(\$840.00)		(\$840.00)	
<b>(d) Total</b>	<b>\$1,960.00</b>		<b>\$1,960.00</b>	
(9) NEW Grants	\$1,000.00	\$1,000.00		From CA Wellness, to support CA Policy Work
(10) CURRENT Grants	\$650.00	\$650.00		Remaining of Ford Grant awarded in Oct06. General
Subtotal	\$1,650.00	\$1,650.00		
Minus ___% to National	(\$450.00)	(\$450.00)		CA Wellness—15% of \$1K for support fr West Coast Organizer. Travel Related Expenses & Salary.
<b>(e) Total</b>	<b>\$1,200.00</b>	<b>\$1,200.00</b>		
(11) CARRYOVER—Balance in your account as of Dec 31.	<b>\$325.00</b>	<b>\$325.00</b>		
<b>TOTAL REVENUE</b>	<b>\$7,346.50</b>	<b>\$2,508.50</b>	<b>\$4,838.00</b>	

**BUDGET TEMPLATE: SAMPLE COMPLETED BUDGET (part 3 of 3 cont.)**  
**(For the period 01/01/07-12/31/07)**

Chapter \_\_\_\_\_ Bay Area Chapter \_\_\_\_\_  
 Completed by \_\_\_\_\_ M Lee \_\_\_\_\_  
 Date Last Updated \_\_\_\_\_ 12/15/2006 \_\_\_\_\_

	<b>CHAPTER TOTAL [A] = [a+b] CHAPTER</b>	<b>Project 1 General/Other [a] Project 1</b>	<b>Project 2 Fundraiser [b] Project 2</b>	Sample Narrative
<b>EXPENSES</b>				
Fellowships/Stipends/ Honoriums	<b>\$1,200.00</b>	\$600.00	\$600.00	[a] stipends for speakers at policy forums: 2 x \$300, [b] 2 x \$300 for 2 API female performers
Office Supplies & Postage	<b>\$630.00</b>	\$500.00	\$130.00	[a] name tags for meetings & events, gen supplies as needed, [b] tape, pens for silent auction, etc
Hospitality (Food/Gifts)	<b>\$650.00</b>	\$300.00	\$350.00	[a] \$100 for board retreat, \$75 for policy forum, \$18.75 x 12 for monthly meetings, [b] flowers for performers, and event coordinator and wine for the after party— <u>food will be donated.</u>
Room/Facility Rental	<b>\$1,100.00</b>	\$100.00	\$1,000.00	
Travel	<b>\$1,300.00</b>	\$700.00	\$600.00	[a] \$100 for car rental, gas to lobby days in Sac + \$150 x 4 members - to help pay for travel to National Memb Gathering
Printing or Copying	<b>\$600.00</b>	\$200.00	\$400.00	
Professional Development— workshops for chapter leaders, conference fees	<b>\$450.00</b>	\$450.00		\$50 for fundraising workshop; \$75 for budgeting workshop; Registration for 2 x 100 for board members to attend CA Policy Summit in Sacramento
Memberships/Sponsorships	<b>\$100.00</b>	\$100.00		\$50 to sponsor the API Film Fest, \$50 for Immigration Conf Sponsorship
Miscellaneous Expenses	<b>\$85.00</b>	\$10.00	\$75.00	
<b>RESERVE FUND</b>	<b>\$1,231.50</b>	\$1,231.50		Balance to carry forward into Jan 01 next year
<b>Total Expenses</b>	<b>\$7,346.50</b>	<b>\$4,191.50</b>	<b>\$3,155.00</b>	
<b>Balance (Revenue Minus Expenses)</b>	<b>\$0.00</b>	<b>(\$1,683.00)</b>	<b>\$1,683.00</b>	

**NOTE: BALANCE FOR THE CHAPTER = ZERO**



## Procedures for Processing Financial Requests with the National Office

### Procedure for Check Deposits:

1. Make copies of all checks
2. Record deposits on your chapter balance sheet (refer to the template on the previous page)
3. Copy the balance sheet and with a highlighter mark ALL the checks that you are submitting for deposit.
4. Send the checks and a copy of the Balance Sheet to the National Office.
5. Send email or call to let National Office know checks are on their way.
6. National will send acknowledgement of checks and will notify you only if there is a discrepancy between chapter figures and national figures.
7. Allow 2-3 weeks for deposits to go through the National Office.

### Procedure for Check Requests (Reimbursements/Payments):<sup>4</sup>

1. Make copies of all receipts or invoices for the chapter's records
2. Record all expenses in the Balance Sheet
3. Tape all loose receipts to a sheet of paper.
4. Fill out Check Request form.
5. Send receipts/invoices along with the Check Request form to the National office
6. All invoices must contain at least the following
  - a. Total Due
  - b. Itemized List of Services or Items Purchased
  - c. Name of Payee—who the check should be issued to
  - d. Payee's Address—where to send the check
  - e. Date—date invoice issued
7. Send email or call to let National Office know requests are on their way.
8. National will send acknowledgement of requests and will notify you if there is a discrepancy.
9. Allow 2-3 weeks for requests to go through the National Office.

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<sup>4</sup> When requesting an honorarium, you must include either an invoice from the payee OR a memo that details your agreement to pay the honorarium. To request reimbursement for mileage, please make sure that you fill out a mileage reimbursement form.

## Check Request Form

Date Request Made: \_\_\_\_\_

Request Made by: \_\_\_\_\_

Check Made Payable to: \_\_\_\_\_

\_\_\_\_\_  
*Name/Organization (print clearly)*

\_\_\_\_\_  
*Mailing Address (Check will be mailed to this address unless noted below)*

Distribution of Check:

- Mail the Check to the Payee at address noted above  
 Return the check to:

Notes:

- ❖ For AIRFARE reimbursement, all related boarding passes in addition to flight invoice/itinerary must be attached
- ❖ Original receipts are required for all reimbursements
- ❖ Keep a copy of the check request and all related receipts for your records
- ❖ Checks are issued within one month of the request being made

Original  
 receipt  
 attached

Y/N	Date Exp. Incurred	Event	Expense Description	Charge to which chapter?	Amount

**TOTAL (Check will be issued in the amount)**      \$ \_\_\_\_\_

\_\_\_\_\_  
 Approved by – Chapter Treasurer or Chair (*print name*)

\_\_\_\_\_  
 Signature – Chapter Treasurer or Chair

\_\_\_\_\_  
 Date (*print*)

## Section 7: Publicizing NAPAWF and Your Chapter

To help you publicize NAPAWF and your chapter, this section contains resources created by the National Office for your use. However, many chapters have also created their own materials, such as display boards, brochures, banners, etc.

### NAPAWF National Accomplishments

- Organized **10 chapters** around the country and a membership of over **400 paid members** and an **activist network of 2,000+ individuals**.
- Built a national organization from dedicated volunteers to **seven staff**. NAPAWF thrives on the amazing energy of its members and chapter leaders who have sustained the organization for the past 10 years.
- Founded by over **150 API female activists** in 1996 in Los Angeles, California, who were inspired by the 1995 4<sup>th</sup> U.N. World Conference on Women in Beijing, China to “bring Beijing home.”
- **Convened meetings and briefings** among API activists to set national advocacy agendas on sexual and reproductive health, the international marriage broker industry and human trafficking.
- Hosted **National Gatherings** in 1996, 1998, 2004 and 2005, with a 10 year anniversary in 2006 that have drawn between 100 to 300 API female activists and allies each to set national priorities and discuss issues and concerns that impact API women and girls.
- Launched our **National Agenda for Action on Sexual and Reproductive Health** with an education and advocacy campaign that consisted of eight briefings around the country, the distribution of 3000 copies of our Agenda, state and national policy advocacy, and the creation of strong partnerships/collaborations.
- Established a **California Policy Committee** to create a statewide advocacy voice for API women and girls lead by our chapter leaders in California.
- Hosted our **Chapter Leadership Trainings** with 25-30 leaders each year to train chapter leaders on organizing, advocacy, membership recruitment, leadership, management and finance.
- Launched the **California Young Women’s Collaborative** with Choice USA to develop leadership, research skills and activism among a diverse group of API female students in California.
- Developed a **reproductive justice training model** with Choice USA, National Latina Institute for Reproductive Health and the Third Wave Foundation. The Young Women’s Collaborative trained 40 young leaders in various grassroots movements in the Southwest to connect their work to reproductive justice issues.

- Served as **National Women of Color Organizer** and Official Co-Sponsor for the **March for Women's Lives** in April 2004. Organized 250 API women to attend and participate in the March.
- Organized the **Fierce Sisters Campus Speaking Tour** that utilizes the talents of our members by sharing their knowledge, expertise and passion with API college students around the country.

## NAPAWF Publications, Fact Sheets, and Issue Briefs

### Economic Justice

- [2004 NAPAWF Economic Justice Gathering](#) - 3/04
- [NAPAWF opposes Bush tax cuts](#) - 2/04
- [Bush's Tax Cuts Harm APA Women](#) - 5/03

### Ending Violence Against Women

- [APA Women and the Violence Against Women Act: A Fact Sheet](#) - Fall 2005

### Human Trafficking

- [The Nexus Between Human Trafficking and Immigration](#) - 6/07
- [Letter to Lifetime Regarding "Human Trafficking" Mini-Series](#) - 11/05
- [Human Trafficking and APA Women Fact Sheet](#) - 10/05
- [NAPAWF Guiding Principles for Anti-Trafficking Advocacy](#) - Fall 2005

### Immigration

- [NCIWR Statement on the Failed DREAM Act \(S.2205\)](#) - 11/07
- [NCAPA Letter to Congress on SCHIP, 11-06-2007](#) - 11/07
- [NCIWR Letter to Senate Finance Committee Regarding ICHIA](#) - 10/07
- [NCIWR Statement on the DREAM Act](#) - 10/07
- [Statement Against White House Immigration Proposal](#) - 4/07
- [Op-Ed: "Which Babies are Real Americans?"](#) - 2/07
- [Immigration Reform and Pregnant API Women Brief](#) - 2/07
- [Statement of Principles for Comprehensive Immigration Reform](#) - 1/07
- [Immigration Reform Policy Brief](#) - 3/06

### Reproductive Justice

- [Hyde Amendment - 30 Years is Enough!](#) - Updated 1/08
- [Nail Salon Hearing Letter of Support](#) - 11/07
- [Emergency Contraception and API Women Brief](#) - Updated 8/07
- [Medicaid and APA Women: A Fact Sheet](#) - Updated 8/07
- [Statement on the Federal Abortion Ban Ruling](#) - 4/07
- [Roe v. Wade Anniversary Toolkit](#) - 1/07
- [The Supreme Court and the Federal Abortion Ban](#) - 11/06

- [Proposition 85 Fact Sheet](#) - 10/06
- [NAPAWF Applauds FDA Decision to Make EC OTC](#) - 8/06
- [Human Papillomavirus \(HPV\) Brief](#) - 6/06
- [Nail Salon Brief](#) - 5/06
- [Sex Selection Fact Sheet](#) - 12/05
- [APA Women and Ayotte v. Planned Parenthood](#) - 9/05
- [Proposition 73 Opposition Statement](#) - Fall 2005
- [Proposition 73 Fact Sheet](#) - 9/05
- [Expanding Reproductive Choice for Young APA Women: A Fact Sheet](#) - 4/05
- [Abortion and APA Women: A Fact Sheet](#) - 3/05
- [Reproductive Health Care and APA Women: A Fact Sheet](#) - 2/05
- [NAPAWF Statement on Unborn Child Pain Awareness Act](#) - 2005

**NAPAWF's Statement of Passivism**

- [Anti-War Statement](#)

## **Examples of Chapter Materials**

- ❖ Template for Chapter Business Cards
- ❖ Sample of Chapter Fact Sheet (to advertise mission and activities of the chapter)
- ❖ Sample email or hard copy newsletter
- ❖ Sample NAPAWF letterhead
- ❖ Sample Membership Donation Form
- ❖ Sample Outreach Flyer
- ❖ Sample Chapter Accomplishments Sheet
- ❖ Advocacy Campaign Fact Sheet
- ❖ Sample Brochure Insert

## **Additional Resources for Chapters**

- ❖ Election Activities of Individuals Associated with 501(c)3 Organizations by Alliance for Justice
- ❖ Permissible Election Activities Checklist by Alliance for Justice
- ❖ Quick Tips for Conducting a Successful Legislative Visit by Asian Americans for Civil Rights & Equality
- ❖ Tips for Lobbying Your Federal, State, or Local Legislator, adapted from Incite!
- ❖ How to Write a Letter to the Editor, adapted from Incite!
- ❖ Effective One-on-One Recruitment Meeting, adapted from Western States Center
- ❖ How to Make Outreach Items