

Vancouver Neighborhood Associations Toolkit



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Section 1:

Power Point Presentation by
Leadership Clark County

NEIGHBORHOOD LEADERSHIP SUCCESSION



Presented By:



BE A GOOD NEIGHBOR

“The love of our **neighbor** in all its fullness simply means being able to say, “What are **you going through?**”-Simone Weil



NEIGHBORHOOD LEADERSHIP SUCCESSION

- Succession Planning
 - Why is it Important?
- Identifying Leaders
- Approaching Leaders
- Training Leaders
- Getting Neighbors to the Meetings
- Structure of the Meeting

WHAT IS SUCCESSION PLANNING?

- A process for identifying and developing new leaders who can replace old leaders when they leave, retire, or die
- It entails developing people with the potential to fill key leadership positions within the organization
- It is assuring a continuity of voluntary leadership to sustain an organization and safeguard its goals and mission

BENEFITS OF SUCCESSION PLANNING

- Aligns staff development with strategic vision
- Builds leadership capacity of staff
- Makes the top position more “doable”
- Engages and reassures the rest of the group
- Gives confidence to the neighborhood

WHY DO NEIGHBORHOODS STRUGGLE WITH LEADERSHIP TRANSITIONS?

Common Issues:

- Lack of new talent pipeline
- Not engaging with constituents/members
- Lack of interest from members
- Current leaders fear change
- Current leaders want to hold onto power
- Not open to new attendees or people from different demographics
- Burn-out and sudden departure

COMMON WEAKNESSES/ISSUES FACING NEIGHBORHOODS

Examples:

- Median age of attendees is increasing
- Lack of diversity
- Same leader in position for 10 plus years
- Lack of new turn-out at meetings
- No annual events or gatherings within neighborhood
- No mentoring

WHY IS HAVING A PLAN IMPORTANT?

- Without a proper plan, organizations will eventually die on the vine or become dormant
- Over 10% of Vancouver's associations are currently in a dormant stage
- N.A.'s need to be in place for when key issues arise
- Emergency Services/Crisis Management
- Neighborhoods need a voice and a direct connection to their local government

BUILDING A SUCCESSION PLAN

Before you develop a succession plan, conduct an evaluation to identify problem(s) or future threats/concerns within the organization.

-Getting outside feedback from attendees is critical

THREE TYPES OF SUCCESSION PLANS

1. Strategic Leadership Development
2. Departure Defined Succession Planning
3. Emergency Succession Planning

STRATEGIC LEADERSHIP DEVELOPMENT

Create a culture of continuous learning and talent development, followed up with accountability

- Align talent with strategic vision
- Push leaders up and down
- View constituents as thought-partners

DEPARTURE-DEFINED SUCCESSION PLANNING

- A predetermined set time for the current leader to depart with a planned successor in place
- Requires thoughtful planning
- Allows for reflection time on where the group has been and where they want to go
- Has advantage of creating an opportunity for a healthy departure
- Provides special attention to the welfare of the departing leader
- Helps with reducing leader stagnation while promoting participation

LEADERSHIP TRANSITIONS

- An important component of succession planning is developing a transition plan to ease the departure of neighborhood leaders and to facilitate on-boarding of new leaders.
- Ideas for smooth transitions:
- Define departures – via term limits or via time-limited commitments (e.g., “I can commit to serving in this position for 1 year only” or “I plan to step away from this position in June”)
- Develop a comfort level of letting go; subsequent leaders may do things differently and be willing to accept that
- Maintain a reference guide of procedures for new leaders
- Be willing to serve as a resource for incoming leaders
- Assemble an emergency succession plan for unanticipated transitions

EMERGENCY SUCCESSION PLANNING

- Preparing for an unplanned leadership departure:
- Identify critical executive functions (job description)
- Identify and put understudy in place
- Develop a cross-training plan for understudy
- Helps create a “leaderful” organization
- A risk-management best practice

IDENTIFYING LEADERS

Kouzes and Posner Leadership Model

- **Model the Way:** They create standards of excellence and then set an example for others to follow.
- **Inspire a Shared Vision:** They breathe life into their visions and get people to see exciting possibilities for the future.
- **Challenge the Process:** Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization.
- **Enable Others to Act:** Leaders foster collaboration and build spirited teams. They actively involve others.
- **Encourage the Heart:** To keep hope and determination alive, leaders recognize contributions that individuals make.

WHAT SKILLS ARE CRITICAL TO ALREADY HAVE? WHAT SKILLS CAN YOU HELP OBTAIN?

- | | |
|--|---|
| <input type="checkbox"/> Passionate about the mission | <input type="checkbox"/> Ability to Delegate |
| <input type="checkbox"/> Ability to Inspire & Motivate Others | <input type="checkbox"/> Strong knowledge about neighborhood and associations |
| <input type="checkbox"/> Displays high integrity & honesty | <input type="checkbox"/> Adaptable/Agile |
| <input type="checkbox"/> Ability to solve problems & analyze issues | <input type="checkbox"/> Perseverant/Patient |
| <input type="checkbox"/> Gets results | <input type="checkbox"/> Understanding & valuing diversity |
| <input type="checkbox"/> Communicates powerfully and effectively | <input type="checkbox"/> Collaborative decision-maker |
| <input type="checkbox"/> Ability to build relationships | <input type="checkbox"/> Entrepreneurial achiever |
| <input type="checkbox"/> Displays professional expertise – financial, legal... | <input type="checkbox"/> Develops Others |
| | <input type="checkbox"/> Ability to plan and set goals |
| | <input type="checkbox"/> Strategic Vision |

HOW DO YOU FIND LEADERS?

- They may be hiding in your neighborhood or already at your neighborhood association meetings.
- It is easier to find a future leader (a future you) in someone that is already participating within your association. Be open to seeing the potential of someone moving up – they may just need some training.
- Observe people in your neighborhood and at meetings– are they exhibiting some of the leadership skills you think will be successful?
- Ask your trusted neighbors if they have someone they would suggest in the neighborhood to be part of the leadership.
- Cold recruitment is the most challenging but it can be done following a similar process of a job opening: advertise an opening and interview candidates.
- Any examples of success stories?

APPROACHING FUTURE LEADERS

- How should you go about approaching someone you would like to get involved?
 - Who should ask?
 - Preferably people they know (although, if someone is recommended by a trusted person, then you could approach that person and mention that so-and-so suggested you reach out to them).
 - Someone with the authority to recruit members for involvement.



APPROACHING FUTURE LEADERS

■ What do you tell them?

● Discuss their goals / desires

- Tell them what you're asking - use job descriptions
- Tell them how they would fit in with the group
- Let them know they are needed
- Ask them to do things they do well
- Ask what information they need or want in order to help them make a decision.
- Encourage Self-evaluations – do I really have the willingness, time, etc.? Encourage them to be realistic with their commitments. If it is not something they have time and energy for, then someone else should be involved.



APPROACHING FUTURE LEADERS

■ Ask them:

- Why did you join the association?
 - Who invited you? // How did you hear about the meeting?
- What issues are important to you in our neighborhood?
 - ie. Safety, Schools, Bicycling, Dog Walking, Development
- What projects are you interested in doing / what skills do you possess?
 - ie. Grant Writing, Meeting Prep, Community Engagement, Newsletter
- What would you like to see done with/in your neighborhood?
 - ie. Murals, Parks, Invasive Species Removal
- Would you consider being in a leadership role?
- Remember: people may not volunteer – but they might be involved if they're asked. Do this **IN PERSON**.

APPROACHING FUTURE LEADERS

- Remember to LISTEN - what do your residents need? How do they want to be involved?
- Be appreciative - when people help out or volunteer, thank them for their efforts, whether in person, by handwritten note, or by public acknowledgment at meetings. Know that people like to be thanked in different ways - try to use their preferred method when possible.
 - Handwritten Thank-You notes
 - Acknowledgement at meetings
 - Acknowledgement in neighborhood newsletter



DEVELOPING FUTURE LEADERS

- Understand the type of people involved in your association/on your board so that the right people are responsible for the right tasks. Each person has a particular skill or talent, and it's much easier for people to be responsible for things they do well.
 - Workers – implementers, do the work of the association (boots on the ground) – these people regularly attend meetings
 - Supporters – donors, promoters of the association – these people may not always attend meetings, but they may help with specific activities when they are interested
 - Beneficiaries – people who benefit from the association's work – these people may become involved in the future, especially if they appreciate what the association is doing



TRAINING LEADERS

Identify the roles you want them to do & Identify any knowledge gaps

Then create a training plan which may consist of any of the below:

- Incoming leaders could shadow current leaders until their term is over
- One-on-one sessions with current or previous board members covering specific tasks. Helps to create a manual of things you want to ensure they learn.
- Delegate tasks or projects
- Mentorships: one person in leadership (current or previous) coaches & advises the new person for a period of time. Consider asking another neighborhood association to cross mentor.
- Current and incoming leaders can also take advantage of leadership trainings offered through the City of Vancouver, Clark County, Neighborhood USA or even Leadership Clark County
- Books (see toolkit)

TRACKING YOUR STRATEGIC LEADERSHIP PLAN & TRAINING

Name	Current Position in N.A.	Future Role in N.A.	Skills they have	Skills they need	Training
Jane Smith	Neighbor Attends Meetings	Treasurer	Financial Expertise, High Integrity, Passionate about Mission	Collaborative Decision Making, Learn more about Neighborhood association organization	Ask to attend next City of Vancouver Neighborhood association meeting

In your toolkit – Excel Spreadsheet entitled Resource Information, tab Strategic Plan

MARKETING YOUR NEIGHBORHOOD

What can you do to inform your community?

- Utilize social media!
 - Create a Facebook group/page to highlight your neighborhood
 - Sponsor ads on Facebook to notify those closest to your neighborhood that you exist
 - Stay engaged on Nextdoor & your other social media platforms
 - Facebook live your meetings
- Create relevant paper & email newsletters
- Post regularly on the city's website
- Knock on doors
- Post information at local hotspots
- Yard signs
- Find ways to engage with different populations and organizations

RECRUITMENT IDEAS

- Introduce neighbors to current leaders, help them feel a part of overall leadership team.
- Explain what NA does - What is its purpose? What accomplishments? Any upcoming projects? Specific "speciality" only your NA does?
- Tell your own personal story about why you got involved
- Present consistent message to those showing interesting/showing up: Who are we? What do we want to see in our neighborhood? Where/when are our meetings/special events? Why should neighbors be involved?
- ASK neighbors if they'd like to be involved! People like to be needed!
- Offer rides to neighbors who cannot drive
- Use social media regularly - nextdoor.com, Facebook, City's website

RECRUITMENT IDEAS

- Ask neighbors to help create monthly newsletter (free distribution through the City), encouraging personal creativity and new ideas
- Gather email information at each meeting to send out notices of meetings
- Knock on doors - talk in person with neighbors and share meeting info
- Put notices up at local gathering places (coffee shops, cafes, brewpubs)
- Place yard signs stating "Neighborhood Gathering Tonight!" in target spots for visibility
- Connect with people through other neighborhood events such as walking groups, moms' groups, kids' sports teams, etc.
- Have current leadership be responsible for identifying one person each to get involved

INVOLVE KEY STAKEHOLDERS

- Schools
- Law Enforcement
- Community Groups
- Non-Profits
- Local Businesses
- Churches
- Residents
- Others with an interest in your neighborhood and its activities

STRUCTURE OF MEETING

Physical Environment

- Create a clear sense of who leadership is (name tags, intros, etc.)
- Meeting venue can greatly influence participation and engagement
- Layout - set up chairs in a circular pattern to encourage overall participation and eliminate the “back row” feeling
- Temperature - make sure it's not too cold or hot
- Have adequate seating space
- ADA accessible
- Have necessary audio/visual materials ready
- Provide designated seating areas for invited guests
- Consider providing childcare - show a kids movie and serve snacks

STRUCTURE OF A MEETING

What Should We Accomplish

- Provide information of current issues to the membership
- Find volunteers for projects and divide the workload
- Listen to new ideas and insights
- Listen to understand issues neighbors may bring up, make decisions on further actions
- Promote mutual respect and support for everyone involved

ACTIVITY IDEAS

- Host social programs to introduce people to NA:
 - Ice cream social
 - Neighborhood dinner
 - Movie nights (inside or out!)
 - Dog lover meet-ups
 - Create an event around festivals/holidays
- National Night Out - first Tuesday of August
- Neighbors helping neighbors - yard cleanup, meals to housebound, CERT trainings, etc.
- Food brings people! Provide snacks, looking at local grocery/businesses for donations, potluck

ASSOCIATION MEETINGS: BE EFFICIENT!

- Prepare a meeting Agenda ahead of time and distribute to other officers in case they have comments / feedback or additional items need to be covered
- Designate an officer to run the meetings
- Consider using Robert's Rules of Order / Parliamentary Procedure
- Limit discussion time for hot-button issues
 - Designate someone responsible for keeping track of how much time people speak
 - Appoint a Sergeant at Arms / Referee to keep people from bogging down discussions
 - Defer lengthy discussions to subsequent meetings or schedule special meeting sessions to address specific issues that necessitate additional time / reflection

RECAP

- Succession Planning
 - Why is it Important?
- Identifying Leaders
- Approaching Leaders
- Training Leaders
- Getting Neighbors to the Meetings
- Structure of the Meeting

Thank you for attending!

BREAKOUT SESSIONS

- Facebook Live - how to take your meetings online
- Appreciative Inquiry / Dealing with Detractors
- Accessing and using Google Drive / Information Sharing Technology
- Organizational Structure and Bylaws

APPENDIX A

**How much interaction do you
have with your Neighborhood
Association?**

Thursday, March 09, 2017

230

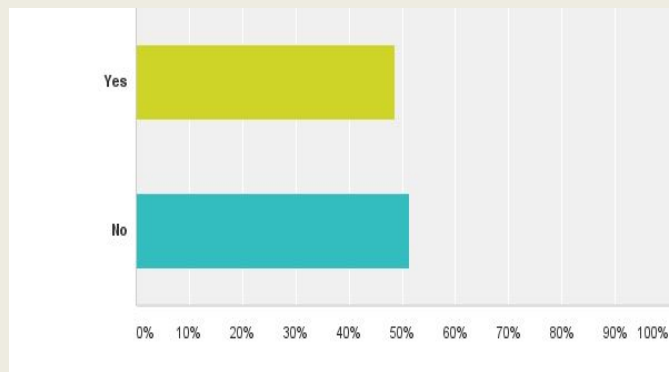
Total Responses

Date Created: Monday, January 09, 2017

Complete Responses: 230

Q2: Have you ever attended your Neighborhood Association meeting?

Answered: 230 Skipped: 0



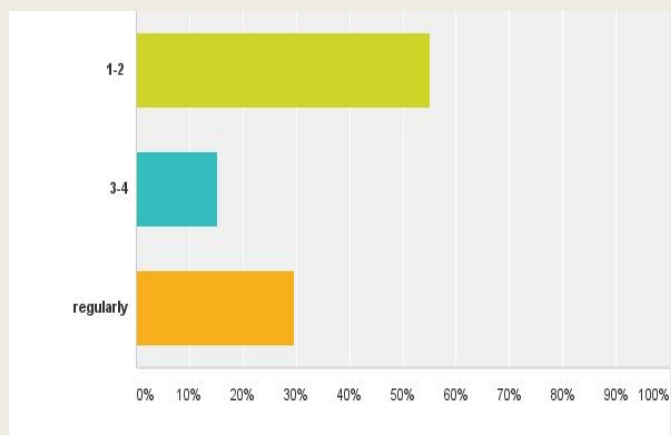
Q2: Have you ever attended your Neighborhood Association meeting?

Answered: 230 Skipped: 0

Answer Choices	Responses	
Yes	48.70%	112
No	51.30%	118
Total		230

Q3: If you answered Yes to question 2 - How many times have you attended in the last 12 months?

Answered: 98 Skipped: 132



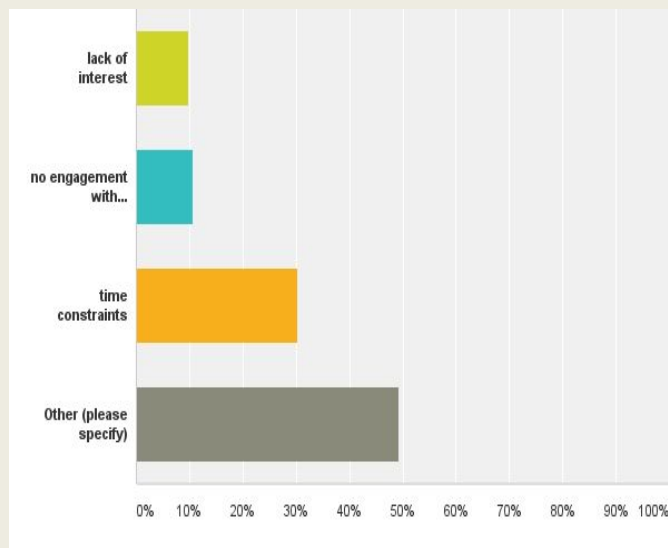
Q3: If you answered Yes to question 2 - How many times have you attended in the last 12 months?

Answered: 98 Skipped: 132

Answer Choices	Responses	
1-2	55.10%	54
3-4	15.31%	15
regularly	29.59%	29
Total		98

Q4: If you answered No to question 2- What is holding you back from attending?

Answered: 142 Skipped: 88



Q4: If you answered No to question 2- What is holding you back from attending?

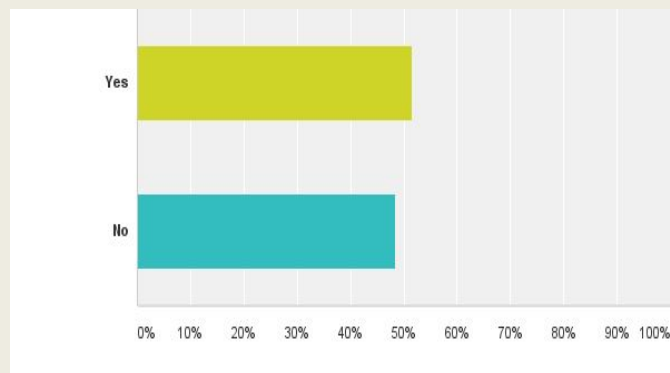
Answered: 142 Skipped: 88

Answer Choices	Responses	
lack of interest	9.86%	14
no engagement with neighborhood	10.56%	15
time constraints	30.28%	43
Other (please specify)	49.30%	70
Total		142

Other responses: Majority of the responses were that people were unaware that meetings were taking place.

Q5: Have you had any communication with your Neighborhood Association leaders in the last 12 months?

Answered: 227 Skipped: 3



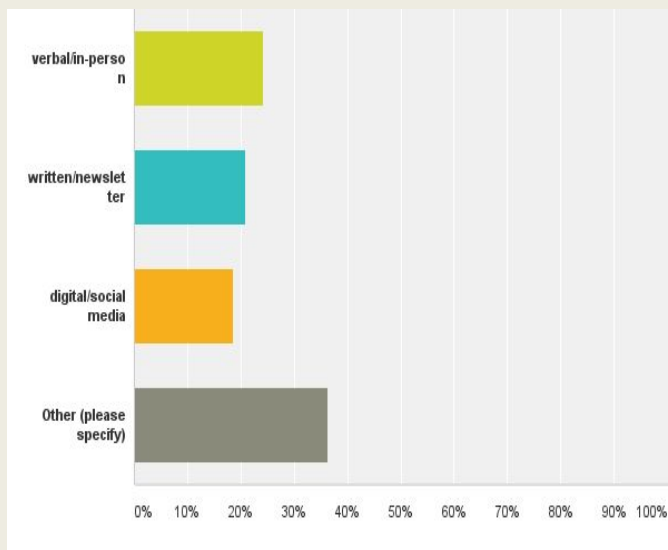
Q5: Have you had any communication with your Neighborhood Association leaders in the last 12 months?

Answered: 227 Skipped: 3

Answer Choices	Responses
Yes	51.54% 117
No	48.46% 110
Total	227

Q6: If you answered Yes to question 5 - What type of communication have you received?

Answered: 124 Skipped: 106



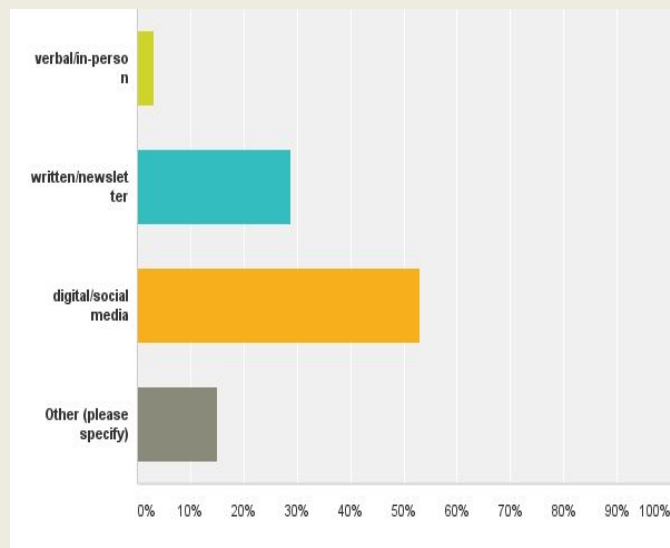
Q6: If you answered Yes to question 5 - What type of communication have you received?

Answered: 124 Skipped: 106

Answer Choices	Responses	
verbal/in-person	24.19%	30
written/newsletter	20.97%	26
digital/social media	18.55%	23
Other (please specify)	36.29%	45
Total		124

Q7: How would you prefer to receive your Neighborhood Association information?

Answered: 226 Skipped: 4



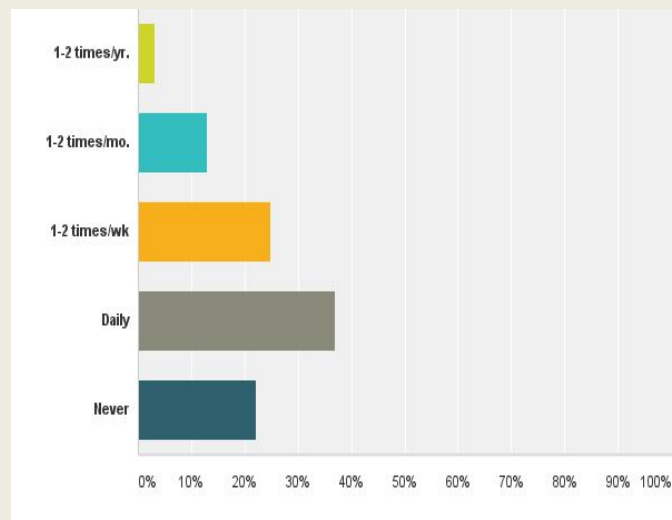
Q7: How would you prefer to receive your Neighborhood Association information?

Answered: 226 Skipped: 4

Answer Choices	Responses	
verbal/in-person	3.10%	7
written/newsletter	28.76%	65
digital/social media	53.10%	120
Other (please specify)	15.04%	34
Total		226

Q8: How often do you use nextdoor.com to receive updates on your Neighborhood Association information?

Answered: 230 Skipped: 0



Q8: How often do you use nextdoor.com to receive updates on your Neighborhood Association information?

Answered: 230 Skipped: 0

Answer Choices	Responses	
1-2 times/yr.	3.04%	7
1-2 times/mo.	13.04%	30
1-2 times/wk	24.78%	57
Daily	36.96%	85
Never	22.17%	51
Total		230

Appendix B

Neighborhood Association Transition Planning

Wednesday, April 19, 2017

57

Total Responses

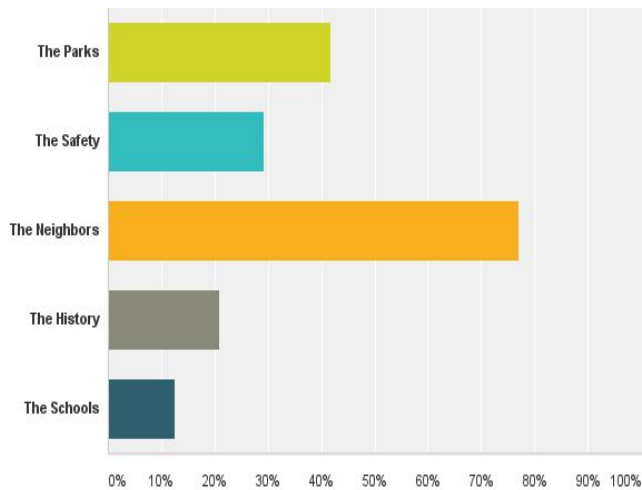
Date Created: Friday, January 06, 2017

Complete Responses: 51

Powered by  SurveyMonkey

Q1: What do you like most about your neighborhood?

Answered: 48 Skipped: 9



Powered by  SurveyMonkey

Q1: What do you like most about your neighborhood?

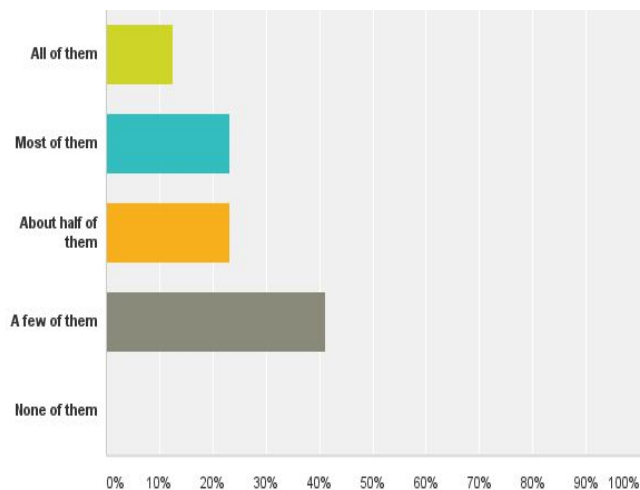
Answered: 48 Skipped: 9

Answer Choices	Responses
The Parks	41.67% 20
The Safety	29.17% 14
The Neighbors	77.08% 37
The History	20.83% 10
The Schools	12.50% 6
Total Respondents: 48	

Powered by  SurveyMonkey

Q2: How many of your neighbors do you know?

Answered: 56 Skipped: 1



Powered by  SurveyMonkey

Q2: How many of your neighbors do you know?

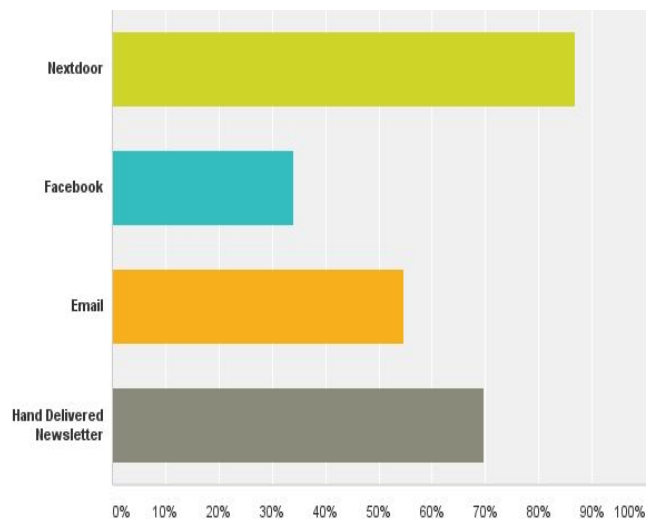
Answered: 56 Skipped: 1

Answer Choices	Responses	
All of them	12.50%	7
Most of them	23.21%	13
About half of them	23.21%	13
A few of them	41.07%	23
None of them	0.00%	0
Total		56

Powered by  SurveyMonkey

Q3: Which method does your neighborhood association use to share information?

Answered: 53 Skipped: 4



Powered by  SurveyMonkey

Q3: Which method does your neighborhood association use to share information?

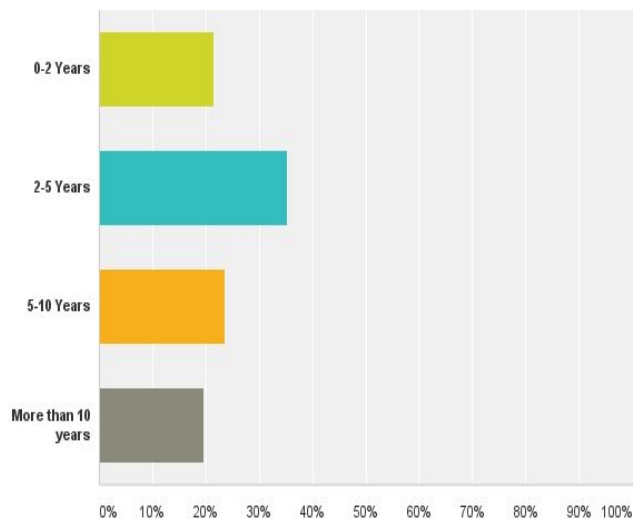
Answered: 53 Skipped: 4

Answer Choices	Responses	
Nextdoor	86.79%	46
Facebook	33.96%	18
Email	54.72%	29
Hand Delivered Newsletter	69.81%	37
Total Respondents: 53		

Powered by  SurveyMonkey

Q4: How long have you been a neighborhood leader?

Answered: 51 Skipped: 6



Powered by  SurveyMonkey

Q4: How long have you been a neighborhood leader?

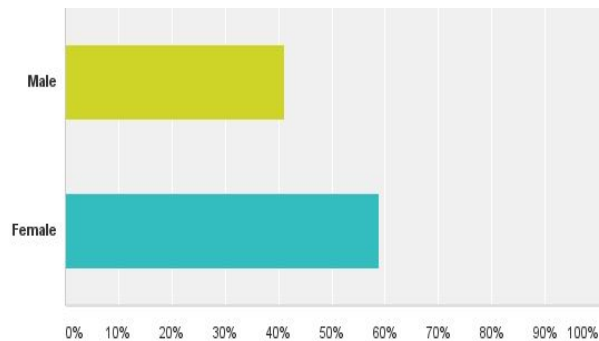
Answered: 51 Skipped: 6

Answer Choices	Responses	
0-2 Years	21.57%	11
2-5 Years	35.29%	18
5-10 Years	23.53%	12
More than 10 years	19.61%	10
Total		51

Powered by  SurveyMonkey

Q8: Are you male or female?

Answered: 51 Skipped: 6



Powered by  SurveyMonkey

Q8: Are you male or female?

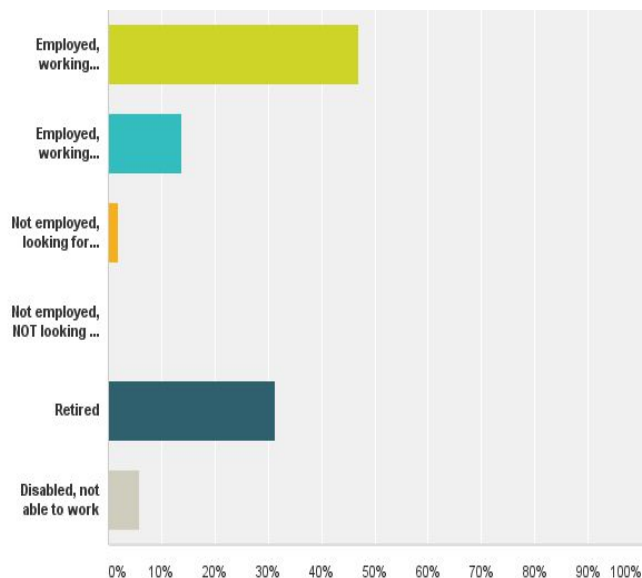
Answered: 51 Skipped: 6

Answer Choices	Responses
Male	41.18% 21
Female	58.82% 30
Total	51

Powered by  SurveyMonkey

Q9: Which of the following categories best describes your employment status?

Answered: 51 Skipped: 6



Powered by  S

Q9: Which of the following categories best describes your employment status?

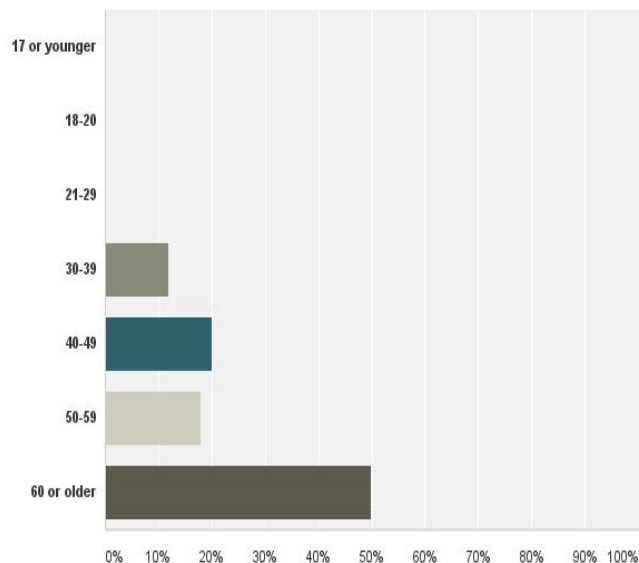
Answered: 51 Skipped: 6

Answer Choices	Responses	
Employed, working full-time	47.06%	24
Employed, working part-time	13.73%	7
Not employed, looking for work	1.96%	1
Not employed, NOT looking for work	0.00%	0
Retired	31.37%	16
Disabled, not able to work	5.88%	3
Total		51

Powered by  SurveyMonkey

Q10: What is your age?

Answered: 50 Skipped: 7



Powered by  S

Q10: What is your age?

Answered: 50 Skipped: 7

Answer Choices	Responses	
17 or younger	0.00%	0
18-20	0.00%	0
21-29	0.00%	0
30-39	12.00%	6
40-49	20.00%	10
50-59	18.00%	9
60 or older	50.00%	25
Total		50

Section 2:

Neighborhood Association Leadership Resource Guide

NEIGHBORHOOD ASSOCIATION LEADERSHIP RESOURCE GUIDE

Internet Links to Resources or Information for Leadership Training:

<http://www.cityofvancouver.us/cmo/page/neighborhoods>

<https://www.clark.wa.gov/public-information-outreach/about-neighborhood-associations>

<http://www.nusa.org/>

Neighborhoods, USA is a national non-profit organization committed to building and strengthening neighborhood organizations. Created in 1975 to share information and experiences used to build stronger communities, NUSA continues to encourage networking and information-sharing to facilitate the development of partnerships among neighborhood organizations, government and the private sector for the ultimate goal of strengthening every neighborhood.

<http://www.nusa.org/nusa-conferences/upcoming-conferences/>

Next one is 5/24/17 – 5/27/17 in Omaha Nebraska

<http://www.workforce.com/2002/09/03/31-core-competencies-explained/>

<https://www.inc.com/peter-economy/top-10-skills-every-great-leader-needs-to-succeed.html>

<http://managementhelp.org/freenonprofittraining/leadership.htm>

<https://www.nonprofitleadershipalliance.org/wp-content/uploads/2015/09/Revalidation-Condensed-Report.pdf>

<http://iveybusinessjournal.com/publication/profiling-the-non-profit-leader-of-tomorrow/>

<http://www.cityoforlando.net/ocnr/wp-content/uploads/sites/7/2015/08/NeighborhoodProfile.pdf>

Curriculum Training (from Seattle):

Christa Dumpys (christa.dumpys@seattle.gov) was the driving force in developing PACE, and was inspired to work on this leadership training idea after attending a NUSA conference

<https://www.seattle.gov/neighborhoods/peoples-academy-for-community-engagement>

Welcome and opening remarks Ice Breaker	Focus on Finding your passion to that will sustain you!	Self -Assessment- Appreciative Inquiry dyads
Suggested Activities Review: Conflict Management on PACE Community Projects	Reflect on Session 7 lessons learned and how they apply to the participants' immediate experience with community projects.	POPCORN: Offer up examples of success and challenges

<p>What does it mean to sustain an organization, network or cultural community?</p> <p>Does sustaining a group always benefit the goals of the community? e.g.: closed groups.</p> <p>Why sustain a Group? Is it worthwhile?</p>	<p>Define Sustainability.</p> <p>What is the role of the City in sustaining organizations?</p> <p>How does one define the greater good? Is it to protect and defend your territory (NIMBYism)? This PACE training is based on certain assumptions re groups working for the betterment of community and the greater good but other groups may define improvement differently, (KKK vs District Councils).</p> <p>Demonstrate how groups move beyond the negative rallying cries to more positive outlooks: e.g. Lake City Fire Station #39 to Lake City Neighbors Association, or 125th Road Diet, Jail at Interbay</p> <p>Is there a downside in too many groups in a community?</p> <p>Consider the Life cycles, the Ebb and Flow of groups. Is it viable? One time only? (Is there a time for a graceful exit or time for an NMF Small Sparks to rebuild? e.g. Mt Baker CC, 100yr old organization, took political positions at the expense of taking account of neighborhood needs. Planning Stewardship groups, some faded while others lingered.</p> <p>“Meet the needs of the present without compromising the ability of future generations to meet their needs.”</p>	<p>Each group to assess (diverse groups in city, not just neighborhood based) . What would your categories be ?, e.g. Hispanic, bikers , (both positive and negative)</p> <p>Look at organizations around a long time: PNA, DNDA, IDPDA, SCIPDA, RBCEC, Columbia City Business Association, Rainier Valley Chamber, The Service Board</p> <p>Look at 3 groups (PACE provides 5 points about each group: e.g. PNA has a place of its own) What are its strengths and weaknesses?</p>
<p>What strategies have proven effective?</p>	<ul style="list-style-type: none"> • Open up to multiple definitions of your community and be inclusive in welcoming to create a broad base. • Create an adaptive organizational structure to reflect change. • Setting a vision, and strategies to sustain that vision, with achievable and regular outcomes. • Long term objectives supported by short term successes. 	<p>Question for group: What are the indicators of performance?</p>

	<ul style="list-style-type: none"> • Build on Assets, not deficits. • Agree on indicators of performance and know how to judge outcomes. • Share in the responsibility for improving your community and accept accountability • Enjoy the moments. • Provide succession planning and training for future leaders. 	
What practical tactics can be used to implement these strategies?	<ul style="list-style-type: none"> • Meet face to face with promising members. • Make room for the young and restless. • Offer varied opportunities building on individual assets. • Energize the passions • Consensus collaboration in meetings. • Find realistic Tasks, and do the doable. • Document and Communicate, build enthusiasm-promote the successes • Thank and Congratulate. 	Identify other tactics in small groups... Pull back in the passions highlighted earlier.
When should a group evolve into more formal structures, e.g. a non-profit, co-op, dues paying membership based orgs, orgs with bylaws, etc.	<p>Why evolve or not?</p> <p>Benefits of staying at the grassroots level with no power structure (networking) vs. growing into a structured org.</p>	<p>Popcorn questions:</p> <p>Who has seen strong evolution? What were the indicators?</p> <p>Who has seen the opposite where the group lost its mojo and its way? What were the signs of dysfunction?</p>
<p>How do you find the opportunity for joint efforts? What situations call for finding these opportunities?</p> <p>How to establish cross organizational networks?</p> <p>How does one determine the Greater Good across organizations?</p>	<p>Need connection to light up the world. (Thousand Points of Light premise)</p> <p>Examples of evolving: Greenways, Sustainable groups, University Branding, University livability Partnership, Connections Conference (networking to fill gaps/holes in fabric),</p> <p>Ask the Questions-Are all coalitions inclusive? E.g. District Councils</p> <p>Is political power gained or lost?</p> <p>Tensions in achieving Greater Good: e.g. Business interests vs human service interests, Social service interests disconnect with community groups over development and character</p>	Identify situations that call for cross connections.

	<p>Multiple projects without linkage lack integrity and strength to effect change. Need for capacity building.</p> <p>So some coalitions dilute the mission to pull in partners, does this impact the integrity of the original group?</p>	
<p>What does it mean to sustain yourself as a leader?</p>	<p>Individual Sustainability:</p> <ul style="list-style-type: none"> • Build Trust so your team is supportive • Pay it Forward, Get a Return on Investment • Train future leaders so you can step back- Service learning projects build civic commitment in youth. • Create an empowering work place • Find variety in your mission • Self-Care: strategy differs depending on introvert vs extrovert, and recognize in others so one can engage appropriately • • Meditate like the SeaHawks! • Have FUN! <p>Trauma Stewardship: One is effective only if you make a self-assessment and recognize you can only do so much.</p>	<p>Identify what has worked for YOU, and what is needed to be worked on.</p> <p>Write commitment resolutions to yourself.</p>

Resource Information Tracking (attached)

List the individuals/organizations who makes things happen in the neighborhood. Include merchants, business and union leaders, neighborhood club presidents, religious leaders, educators, military personnel and residents who are generally admired by the neighborhood. Businesses can provide resources to neighborhoods such as meeting place locations and special event donations. They are also a great resource for board members and consultants. Local, state and federal officials can provide information, support and potential collaborations for neighborhood organizations. List all the public and private schools in the neighborhood and their contact person. Include college and universities, technical and vocational and adult

learning centers. These groups include fraternal and civic organizations; sororities and university/college organizations, religious groups and congregations and special-interest groups. Examples of voluntary membership groups include: senior citizens; cultural organizations; professional organizations; grass roots and self-help groups. List other non-profit organizations, both national and local, and special local programs that are active in the neighborhood who can be potential partners.

Most newspapers, magazines, radio and television stations receive information about neighborhood happenings through the association. Examples of communication resources: COMMUNICATIONS/MEDIA RESOURCES MEDIA CONTACT PERSON PHONE/FAX/EMAIL AUDIENCE ■ Local newspapers or radio stations ■ Special events flyers (block parties, parades, county fairs, ethnic celebrations, etc.) ■ Newsletters of faith based/PTA groups ■ Neighborhood bulletin boards

Like to read? Books about leadership and succession planning

Community Leadership Handbook: **Framing Ideas, Building Relationships, and Mobilizing Resources**

[7 Habits of Highly Effective People - Stephen Covey](#)

The Leadership Challenge

Book by Barry Posner and James M. Kouzes

The Volunteer Management Handbook

Book by Tracy Daniel Connors

Visionary Leadership in Volunteer Programs: Insight and Inspiration from the ...

Book by Marlene Wilson

Leadership and management of volunteer programs

Book by James Fisher

Section 3:

Sample Job Descriptions

Sample Job Descriptions:

President/Chair:

The President or Chair of the Neighborhood Association serves as the chief executive officer. The strength of the group will be a reflection of the president's ability to organize.

Duties & Responsibilities:

- Prepare meeting and have organized agenda.
- Be an expert of the by-laws.
- Encourage participation from all meeting attendees.
- Leads orderly discussions by enforcing rules that offer all members the ability to participate
- Keep the meeting on the topic and within time frame allotted.
- Mediate disagreements among members.
- Lead voting efforts.
- Ensure that bylaws are followed
- Determines if enough members are present to form a quorum.
- Implement parliamentary procedures, protocols, incorporate "Roberts Rules of Order " when needed.
- Clarify all decisions made by the group.
- Votes only to break a tie.
- Serves as spokesperson at events relating to neighborhood.

Vice President/Vice Chair:

The vice president or vice chair of the association is responsible for all the President's responsibilities and duties in absence of the President.

Duties & Responsibilities:

- Organize various committees.
- Assist president/chair in setting the agenda.
- Understand the by-laws.
- Be able to assume president responsibilities and step in when needed.

Secretary

The secretary is responsible for maintaining the records of the association, including preparing the notice for all meetings, and authenticating records of the association. The Secretary is usually in charge of both recording and correspondence duties. Sometimes this role can be divided into two, where there is a recording secretary, and a corresponding secretary. The corresponding duties could be given to the vice president.

Duties & Responsibilities:

- Take all minutes for the meeting.
- Organize all record keeping.
- Keep information accessible.
- Make sure that information has duplicate copies or redundancies in case original files are lost.
- Keep record of all correspondence with city officials.
- Prepare meeting notices.
- Organize neighborhood directory and keep updated with new neighbor contact info.
- Oversee the neighborhood newsletter.

Meeting Minutes Check List: (August 2014) Retrieved from
<https://lincoln.ne.gov/city/urban/reports/pdf/>

- ☐ **Name of organization**
- ☐ **Date and place of meeting**
- ☐ **Nature of meeting- regular or special**
- ☐ **Name of person presiding (if a substitute presides, the name should be given as acting in the place of the regular officer)**
- ☐ **Results of roll call or a list of attendees and absentees,-not always required, but should usually indicate which officers and board members were present.**
- ☐ **Approval of minutes, along with any changes approved**
- ☐ **Treasurer's report**
- ☐ **Names of officers and chairs who gave reports**
- ☐ **Name of any presenter and title of their presentation (further details not needed).**
- ☐ **All motions as stated by the chair, the motion maker's names, and the results of the motions**
- ☐ **Motion to adjourn**
- ☐ **Adjournment time**
- ☐ **Signature of the recording secretary**

Treasurer

The treasurer is the guardian and steward of the financial assets and records for the neighborhood.

Duties & Responsibilities:

- Keep monthly records of available funds.

- Oversee all approved expenditures.
- Coordinate annual proposed budgets.
- Present written reports for every meeting with balance on hand.
- Prepare all tax documents in accordance to state law and IRS regulations.
- Oversee the banking relationship and handle all bank transactions.

Sergeant at Arms

Keeps peace and order during meetings if other elected officers or meeting attendees are disruptive. The Sergeant has the responsibilities to set time limits on speaking, warn people who are out of line, and in extreme cases, eject attendees from the meeting.

Duties & Responsibilities:

- Keep order
- Implement Robert's Rules
- Collect ballots
- Tally votes
- Keep attendance
- Implement time limits on speaking

Committee Chair

The committee chairperson will lead a sub group that will take on a various project surrounding a neighborhood need or issue. Typically, these roles are not elected but are delegated to neighborhood volunteers by the leadership group. These roles can eventually lead into an elected role.

Types of Committees:

- Social media head
- Neighborhood Newsletter
- Welcoming
- Crime Watch
- Traffic (speed bumps, traffic lights)
- Neighborhood clean up
- Parks
- Large Neighborhood Events

Steering Committee

A group where there are no titled officers, rather a committee who handles the executive functions associated with the association- this helps to alleviate the stress and work load with the top positions and helps balance out power.

Section 4:

Sample Meeting Agenda

SAMPLE NEIGHBORHOOD ASSOCIATION MEETING AGENDA

1. Welcome and Call to Order (introductions if necessary)
2. Roll Call
3. Approve Minutes of Prior Meeting
4. Reports
 - a. Officers
 - b. Committees
 - c. Neighborhood Police Officer
 - d. Other Representatives (e.g. school representatives, representatives from other community organizations)
5. Old Business – discuss items not resolved at prior meeting, or items that are a continuation of items discussed at old meetings
6. New Business – discuss new items for the association to do
7. Program, Activity, or Speaker (if applicable) (this could also be item 2, or the program could occur before the meeting or after the meeting)
8. Closing and Wrap-up (announce next meeting date and time)

Section 5:

Goal Setting

Ways to Kill Any Organization

Why Boards Fail

Goal Setting-

Typically, a neighborhood association should set goals on a yearly basis. It is always best to use effective democratic leadership techniques to come up with group goals. The neighborhood must have a vast majority of agreement on what the goals should look like in order to achieve a neighborhood buy-in.

- Goals must be challenging, yet attainable.
- The goals should be very clear and understood by all participating members.
- Try to keep the goals as objective and realistic as possible, unrealistic goals tend to create apathy and frustration.
- Determine measurable steps toward meeting the goals so progress can be evaluated.
- Set up task oriented outlines to help keep people on track. This will yield a feeling of accomplishment or will demonstrate the need to revise the goals, if necessary.
- All organizational goals should have a consensus reached so that the residents of the neighborhood will want to participate in the process.
- For long term goals, creating and implementing a Neighborhood Action Plan can be an effective way to document goals and communicate them to City Council and staff.
- Communicate the progress effectively via meetings, newsletters, neighborhood walks etc.
- Seek opinions from others, empower neighborhood members to take charge, and delegate tasks to increase participation and group morale.
- Don't forget to celebrate your successes! An annual celebration of accomplishments highlight the good work being done by the neighborhood association and encourages participation in future projects.

Ways to Kill Any Organization

- Don't attend meetings, but if you do, arrive late.
- Leave early, before the meeting is closed.
- Never say anything at the meeting – wait until you get outside
- While at the meeting, vote to do everything, then go home and do nothing.
- The next day, find fault with the officers and other members.
- Take no part in the organization's activities.
- Sit in the back of the room and talk freely to others
- Get all the organization can give you, but don't give the organization anything.
- Never ask anyone to join the organization.
- At every opportunity, threaten to resign, and ask others to do the same.
- Talk cooperation, but don't cooperate.
- When asked to help, say you don't have the time.
- Never learn anything about the organization.
- Never accept an office – it is easier to criticize than to do things.
- If appointed to a committee, never give any time or service to it.
- If there are dues to pay, don't pay them.
- Don't do anything more than you have to, and when others willingly and unselfishly use their ability to help the cause along, complain that the organization is being run by a clique.

Why Boards Fail

Based on David Long's book, *How to Organize and Raise Funds for Small Nonprofit Organizations*, here's a list of why boards fail:

- An ineffective nominating committee.
- Members do not have a good understanding of the organization and what their role is.
- The same people serve year after year with no concerted effort to recruit and nurture new members.
- No effective way of eliminating non-productive members.
- No committees established and/or no non-board members participating in the committees.
- No orientation for new members or debriefing for out-going members.
- No annual plan, short-term and long-range goals, and objectives – no focus.

Source: *Neighborhood Association How-To's - Advice on starting and maintaining a neighborhood association, with some details specific to Lincoln, Nebraska*; City of Lincoln, Nebraska Urban Development Department (402) 441-7606, urbandev@lincoln.ne.gov
Originally Published: December 2002 Revised & Republished via Web: August 2014.

Section 6:

Facebook Live

How to use Facebook Live to make your meetings accessible online

(Assuming you have a FB account, and the mobile app)

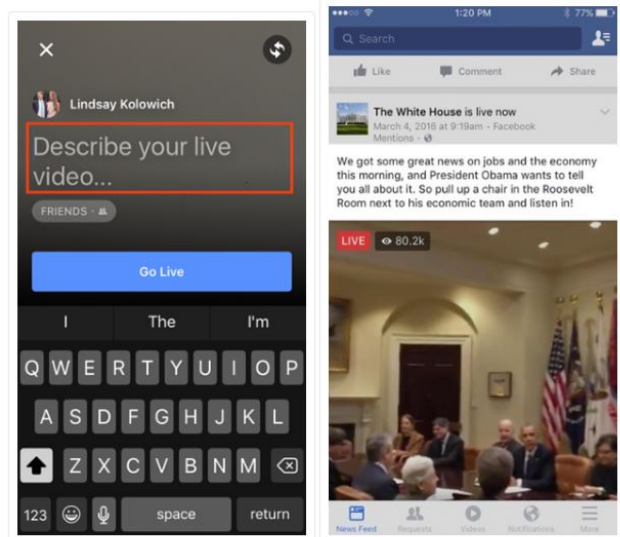
Step 1: Go to your neighborhood FB page

Step 2: Tap the “Live” icon which looks like a human silhouette

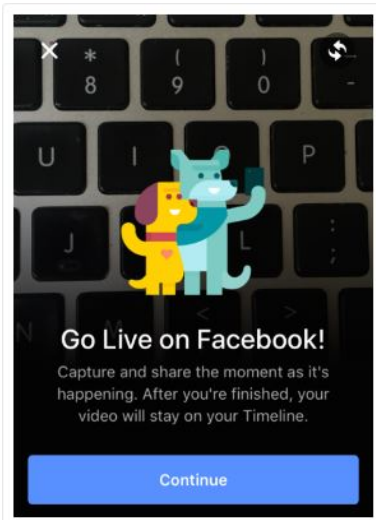
Step 3: Give Facebook access to your camera and microphone when prompted
you will stop receiving prompts after the first time you use it.

Step 4: Press the blue “Continue” button on the introductory page

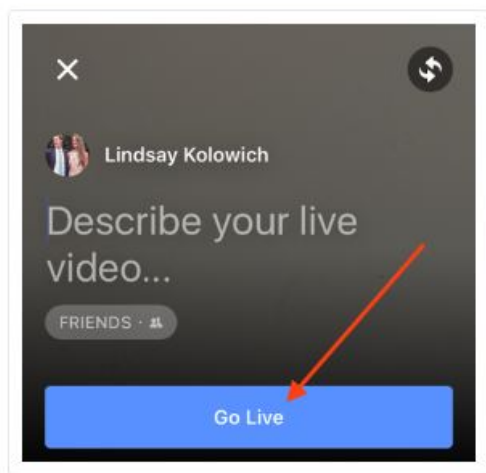
Step 5: Give your live broadcast a description, which will show up on your followers News Feeds
similar to a status update. Perhaps make it about the top items the group will be discussing the
meeting to catch your follower eyes in their feed.



Step 6: Before you click “Go Live” make sure your camera is pointing the direction you are wanting it. You can switch the view using the two arrows at the top right corner.



Step 7: Click the “Go Live” button to start your broadcast. Once you click it Facebook will give you a countdown to then starting videoing. As soon as you start streaming, your video will appear on the Neighborhoods Facebook page, and in News Feeds



Step 8: Don't forget to interact with your viewers and commenters! Respond to all comments promptly to answer questions and be able to include their questions in the conversation. This is a great place to host conversations for those who could not attend meetings and receive larger feedback and a bigger audience.

Section 7: Detractors and Appreciative Inquiry

Appreciative Inquiry

Dealing with Detractors

- Takes negative thoughts, frames them in positive, useful questions
- Recognizes strengths and values of what works, as opposed to what's wrong
- Focuses on strengths and successes rather than problems and deficiencies
- Positively validates concerns
- Helps address issues through advocacy and mediation

5 D's Model of AI

- **Define:** Find your topic of discussion from questions or complaints
- **Discover:** Ask about the best of "what is". This is where you'll turn the negative phrasing into a positive, more approachable point
- **Dream:** Imagine what could be. Don't be afraid to encourage neighbors to dream big! More responses equals better ability to address needs
- **Design:** Plan what will be. This is where you put those dreams to paper
- **Deliver:** Create what will be. This is the point of putting into practice the technique or solutions which will bring about positive change!

Appreciative Inquiry Examples

Negative: "My neighbor NEVER waters his lawn and it brings the look and value of the rest of the neighborhood down"

AI (Positive): "How can we help our neighbor to keep his lawn from turning brown while helping maintain the value of others' properties?"

Negative: "The City doesn't respond when we have an issue here in our neighborhood, they don't really care about us"

Positive: "How can we, as an NA, advocate in a positive, assertive manner to help direct the needs of our neighborhood?"

