Vancouver Neighborhood Associations Toolkit



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Section 1:

Power Point Presentation by

Leadership Clark County

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](https://mg.mail.yahoo.com/neo/b/compose?to=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 remarksIce 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 |
| **What does it mean to sustain an organization, network or cultural community?** **Does sustaining a group always benefit the goals of the community?**e.g.: closed groups.**Why sustain a Group? Is it worthwhile?** | Define Sustainability. What is the role of the City in sustaining organizations?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). 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 InterbayIs there a downside in too many groups in a community? 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. “Meet the needs of the present without compromising the ability of future generations to meet their needs.” | 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)Look at organizations around a long time: PNA, DNDA, IDPDA, SCIPDA, RBCEC, Columbia City Business Association, Rainier Valley Chamber, The Service BoardLook 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? |
| **What strategies have proven effective?** | * 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.
* 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.

  | Question for group: What are the indicators of performance? |
| **What practical tactics can be used to implement these strategies?** | * 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.**  | Why evolve or not?Benefits of staying at the grassroots level with no power structure (networking) vs. growing into a structured org.  | Popcorn questions:Who has seen strong evolution?What were the indicators?Who has seen the opposite where the group lost its mojo and its way? What were the signs of dysfunction? |
| **How do you find the opportunity for joint efforts? What situations call for finding these opportunities?****How to establish cross organizational networks?****How does one determine the Greater Good across organizations?** | Need connection to light up the world. (Thousand Points of Light premise)Examples of evolving: Greenways, Sustainable groups, University Branding, University livability Partnership, Connections Conference (networking to fill gaps/holes in fabric), Ask the Questions-Are all coalitions inclusive? E.g. District CouncilsIs political power gained or lost?Tensions in achieving Greater Good: e.g. Business interests vs human service interests, Social service interests disconnect with community groups over development and characterMultiple projects without linkage lack integrity and strength to effect change. Need for capacity building. So some coalitions dilute the mission to pull in partners, does this impact the integrity of the original group? | Identify situations that call for cross connections.  |
| What does it mean to sustain yourself as a leader? | Individual Sustainability:* 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!

Trauma Stewardship: One is effective only if you make a self-assessment and recognize you can only do so much.  | Identify what has worked for YOU, and what is needed to be worked on.Write commitment resolutions to yourself. |

**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](https://www.stephencovey.com/7habits/7habits.php)

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
	1. Officers
	2. Committees
	3. Neighborhood Police Officer
	4. 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?”

