ACKNOWLEDGEMENTS

This document has been produced as part of an eleven-month technical assistance engagement between the National Resource Network and the City of Brockton. This report is a summary of our April activities, recommendations, and includes an appendix of previous memos and materials.

Funded with $10 million from the U.S. Department of Housing and Urban Development (HUD), the National Resource Network (the Network) leverages the expertise, partnerships, and resources of the public and private sectors to help cities comprehensively tackle their most pressing challenges. The Network provides cities with customized tools and advice to build strategic partnerships, strengthen their economic competitiveness, and marshal public and private sector resources.

The Network would like to thank the City of Brockton stakeholders and community residents for their participation and active engagement throughout the process.

PHOTO CREDIT: Tina Dudley

April 2018 ©
Executive Summary

The City of Brockton stands at a pivotal moment in the life of the city.

Mayor Carpenter has sought opportunities to redefine Brockton’s image and to establish a process that will improve public perceptions of the city, for residents as well as for visitors and surrounding communities. To this end, the City executed a technical assistance contract with The National Resource Network (the Network) in June of 2017 to work with City staff and local community stakeholders to support inclusive community engagement, cultural place-making, and partnership development. Acknowledging its history as an industrial and commercial city, Brockton is building on strengths of the past to embrace a future that is linked to the character of their neighborhoods and the people that live here. Following numerous discussions, meetings, interviews and planning, the Network identified recurring themes that are central to reinforcing the strength of the City’s vision set forth in the Blueprint for Brockton Master Plan. The themes include diversity, history and identity, school systems and youth, business and community development, and media and communications. Guided by the vision, the City is now poised to meet an important tenet, which is “to have a growing network of committees, organizations, and City leadership working together to advance our community.”

Drawing from the City’s culturally diverse neighborhoods is a unique model that sets Brockton apart among 21st century cities. The Network has found that the foundation for building positive public perception begins with strengthening neighborhoods and utilizing an asset-based approach to communication. Therefore, the City has embraced a Communications Strategy for Brockton that centers on its strongest asset – people. To execute this plan, the City recently launched Brockton’s Neighborhoods Initiative. This Initiative raises up neighborhood strengths through resident leadership development, expanding support for existing neighborhood associations and establishing new neighborhood associations across the City.

This report provides a summary of activities completed by the Network in April, 2018 — the Youth Placemaking Workshop on April 12, the Final Reception on April 17, and the Network’s second Resident Leader training on April 18. The appendix includes documentation from activities completed throughout the engagement, from July of 2017 through March of 2018. These documents tell the story of the City of Brockton’s progress toward improving perceptions, and more importantly, leveraging residents’ commitment to work together to uplift the rich cultural diversity in Brockton’s neighborhoods.

To build on the considerable progress achieved to date, the Network recommends the City of Brockton consider the following actions to further the support for the initiative: 1) provide funding to new and existing neighborhood associations, 2) provide additional training and guidance to new and existing neighborhood associations, 3) improve city communications and 4) monitor the impact of these actions over the next three years.
BROCKTON’S NEIGHBORHOODS INITIATIVES: AN ASSET-BASED COMMUNICATIONS STRATEGY

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Youth Placemaking Workshop

One of the five themes identified by the National Resource Network (the Network) was school systems and youth. To expand on this theme, the Network considered how youth could best be integrated into the efforts of new neighborhood groups. One strategy employed in other communities is to engage youth and young adults through creative placemaking and the arts. For this reason, the Network organized a placemaking workshop on April 12, 2018 for youth in partnership with the Fuller Craft Museum, the Boys and Girls Club, the Old Colony YMCA, and the Youth Advisory Council.

After a round of introductions, Tina Dudley, the Network Associate, explained the purpose of the workshop and provided a definition of placemaking. The participants helped to brainstorm examples of possible placemaking projects. Two creative exercises provided an opportunity for youth to further explore ideas related to placemaking through two hands-on activities.

A finger-knitting exercise provided an opportunity for youth to create woven strands of fabric that could, if lengthened, be used to decorate trees or poles in the style known as “yarn-bombing”. Yarn-bombing is a tool of placemaking intended to add pops of color to the urban landscape. During the finger-knitting, youth discussed topics including the meaning and cultural significance of color, the Brockton motto and alternative mottos, and changes they would like to see happen in Brockton.

Simultaneously, a mural design activity encouraged youth to think about and draw images and messages for a mural. One participant designed a mural featuring cartoon career figures and the message – “A thousand
dreams, one home”. Another participant designed a mural of a rose with the quote, “You can complain because roses have thorns, or you can rejoice because thorns have roses” by Zig Ziglar.

Following the creative exercise, youth brainstormed about important action steps to plan a placemaking project. The Frederick Douglass Building served as a concrete example and case study located in Brockton. Sage Brousseau helped explain the project, which was completed in partnership between the Fuller Craft Museum, the Downtown Brockton Association, Greater Brockton Young Professional Association, MassDevelopment, and the Brockton Redevelopment Authority. See full slide deck in the appendix.

The youth learned that some funding for one or two projects would become available, and were encouraged to be involved in a leadership capacity, with the support of an adult resident leader or a youth-oriented institution. All of the youth were invited to participate in the reception on April 17, 2018 to meet resident leaders, city staff, and others who can support their project ideas.

To conclude the workshop, the facilitator encouraged the youth to continue to serve as leaders in their communities, and to consider a career in City government or running for Council as two opportunities to make positive change in Brockton. Shane O’Brien from the Planning Department was present to introduce himself, explain his work for the City, and answer questions.

In the evaluations, youth reported that they found the workshop to be educational and inspiring. They shared that they enjoyed the political discussion about Brockton and how to improve their city. Youth suggested that they would like to see placemaking projects such as murals, colorful benches, and statues in their neighborhoods. Two individuals who expressed interest in a career at the city will be contacted by Andrea Burton to interview for a summer job at the Mayor’s office.
Brockton’s Neighborhoods Initiative Reception

Almost thirty Brocktonians gathered together on Tuesday, April 17, 2018 to participate in a reception to celebrate local volunteers’ progress in their organization of neighborhood groups. In addition, the reception reconvened and provided an update to stakeholders who participated in interviews throughout the National Resource Network (the Network) engagement.

After enjoying refreshments provided by locally business, That’s Tasty, attendees were welcomed by Mayor Carpenter. The Mayor thanked everyone in the room for their work to improve Brockton’s neighborhoods. Hara Smith, the Network Team Lead, provided an overview of Brockton’s Neighborhoods Initiative. This Initiative is the execution of the Network’s Asset Based Communications Strategy. Hara explained the strategy and shared a flowchart for visual aid (see Appendix).

Robert “Bob” Hoffman, the Network Consultant, highlighted the topics covered in the first Resident Leader training on January 20 (see Summary Memo in Appendix) and key takeaways from that session. Lynn Smith, Neighborhood Ambassador, explained the topics to be addressed in the second Resident Leader training to take place the following evening, April 18, 2018, which would be co-facilitated by both Bob and Lynn.

Tina Dudley, the Network Associate, shared a tool for data analysis with the participants (see 2-pager in Appendix) and explained how the Opportunity360 tool could be used to support identifying and prioritizing neighborhood concerns. She went on to provide a recap of the Placemaking Workshop for youth and encouraged resident leaders to incorporate young people into their work in the neighborhoods.

Andrea Burton, Special Assistant to the Mayor, engaged the crowd and provided suggestions on how different groups within the community can support the Initiative. For examples, local businesses can sponsor a neighborhood association, an event, or donate in-kind supplies. Andrea asked participants to stand up and share if they owned a local business. At least six (6) attendees stood and shared about their business or non-profit organization.

Chris Cooney, of the Chamber of Commerce, spoke briefly in...
support of the project and invited groups to use space at his location for neighborhood meetings if needed.

Hara Smith concluded the event by saying that although the Network would be handing off the initiative to Brockton city leaders to carry forward, the Network will continue to check in and lend support to the City to ensure the project’s success and sustainability.

Local news featured highlights from the Reception in this three-minute clip: https://bit.ly/2vK428K
Resident Leadership Training

The National Resource Network (the Network) facilitated a second resident leadership training, on April 18, 2018, at the West Branch of the Brockton Library. Fifteen resident leaders participated in the training, most of whom attended the first training in January. (See Appendix for summary of the first training).

Robert “Bob” Hoffman, Consultant, reviewed the most important themes of the initial training, such as the importance of Guidelines for Working Together, goal setting and action planning. He explained how to utilize the model Resources + Relationships = Results when planning for any meeting. Bob emphasized that the differences we bring are assets, and not liabilities.

Lynn Smith, Neighborhood Ambassador, offered her experience with organizing neighborhood associations and shared her most important lesson learned—“if you want to go fast, go alone, but if you want to go far, go together”. Lynn provided “nuts and bolts” information, including resources on how to file for 501c3 and a sample bylaws document (see Appendix for all training materials).

The participants in the training varied from those who felt ready to get started to those who want to help but need more information and guidance. The group discussed the concept of maintaining communication at the horizontal level to share information while they proceed to organize separate neighborhood associations in their respective communities. Some discussion took place around the idea of having a common logo or brand, with each neighborhood group as a sub-group of the umbrella organization. A website could be created, with information about the initiative, and each group could have its own sub-page.

At the conclusion of the meeting, the attendees decided to hold a follow-up meeting within the next 30 days, and to not start that meeting before 6:00pm to accommodate everyone’s work and commuting schedules.
Recommendations

The Network recommends the City of Brockton consider the following actions to implement Brockton’s Neighborhoods Initiative and improve communications, share progress with the Network, and monitor the impact of these actions over the next three years.

Funding to Support Neighborhood Associations

The Network recommends the City of Brockton allocate funding to support existing and new neighborhood associations, including funds intended for placemaking activities. The Network recommends the City investigate potential revenue sources to continue to provide funding for this purpose in subsequent years and in subsequent Mayoral administrations.

Other Support to Neighborhood Associations

The Network recommends the City of Brockton provide or arrange additional training and support to new and existing neighborhood associations. The Network recommends the City provide opportunities for networking and collaboration amongst all the designated neighborhood associations. The Network recommends the City provide opportunities for neighborhood associations to share accomplishments and request support from the City if needed.

Improve City Communications

As indicated in the forth column of the Asset Based Communications Strategy flowchart (see Appendix), the Network recommends the City of Brockton expand on existing communications planning and develop strategies to improve the public perception of safety in Brockton both within the City and with neighboring communities. The Network recommends the City publicly recognize and share information about neighborhood associations. The Network recommends the City explore expanding the functionality of SeeClickFix, or consider alternative technology resources, to improve communication and engagement between the City and the general public with a special concern for Brockton’s linguistic diversity.

Monitor Impact

The Network recommends the City of Brockton monitor the impact of these actions by tracking the number of active, recognized neighborhood associations and the number of projects and events completed by neighborhood associations.
Appendices

Appendix A—About the National Resource Network
Appendix B—Observations Memo, August
Appendix C—Update Memo, December
Appendix D—Asset-Based Communications Strategy Flowchart, December
Appendix E—Training 1 Summary Memo, March
Appendix F—Materials from Resident Leadership Training 1
Appendix G—Placemaking Workshop Presentation
Appendix H—Reception Presentation
Appendix I—A Tool for Neighborhood-level Data Analysis: Opportunity360
Appendix J—Materials from Resident Leadership Training 2
Appendix K—Implementation Plan / Closeout Memo Draft
WHAT WE DO

Across the United States, many cities are challenged by a range of mounting issues such as growing poverty, high unemployment, poorly performing schools, aging infrastructure, and vacant and blighted properties. These economic challenges are often accompanied by symptoms of fiscal distress, leaving cities without the tax base or resources to provide basic services that enhance quality of life.

The National Resource Network knows that cities are, and will continue to be, the key building blocks to American prosperity and the places where families live, work and thrive. The Network partners with American cities to help them identify and implement new and practical solutions to facilitate their path to economic recovery and growth.

The Network provides three core services:

- **Direct Assistance to Cities:** The Network deploys teams of private and public sector experts to work with eligible cities on-the-ground to implement locally identified projects and initiatives that will deliver economic benefits in the near term. Network teams also work to build local capacity and leadership for the future. Federal funding covers 75% of the cost of direct assistance for eligible cities.

- **Access to Peer Networks and New Ideas:** The Network convenes and connects local leaders to their peers and other experts solving similar problems across the country.

- **On-Line, On-Demand Access to Expertise:** The Network’s website provides an unprecedented on-line library of tools, resources, and technical assistance opportunities that support and enhance the work of local leaders.
  - The *Resource Library* is designed to provide current, relevant resources that provide practical solutions and analysis for local government leaders.
  - The National Resource Network’s *Technical Assistance Clearinghouse* is the country’s one stop shop for technical assistance programs offered to local governments and communities.
WHO WE ARE

The National Resource Network develops and delivers innovative solutions to American cities to help them address their toughest economic challenges. The Network works with local leaders to identify practical solutions, share real-world expertise and best practices, and help cities develop the tools and strategies they need to grow their economies.

Funded with $10 million from the U.S. Department of Housing and Urban Development (HUD), the Network leverages the expertise, partnerships, and resources of the public and private sectors to help cities comprehensively tackle their most pressing challenges. The Network provides cities with customized tools and advice to build strategic partnerships, strengthen their economic competitiveness, and marshal public and private sector resources.

The Network consortium includes leading experts and practitioners from the private and nonprofit sectors as well as academia who work with city leaders every day to address their greatest economic needs. HUD selected the following firms through a national competition. The Network team includes:

- **Enterprise Community Partners** – a national non-profit leader in community development and housing;
- **Public Financial Management** – a 500 person private firm that provides independent financial advice and consulting services to state and local governments across the nation;
- **HR&A Advisors** – a private sector consulting firm that has worked on economic development, transportation and land use issues with more than 200 local government agencies and their nonprofit and civic partners;
- **The New York University Wagner School of Public Service** - leads our policy, research and evaluation team that also includes the Urban Institute, the University of Chicago and the USC Price School among others; and
- **International City/County Management Association** – ICMA is the premier organization of professional local government leaders worldwide.

TO LEARN MORE

Visit the Network website to learn more and access our library of resources: [www.nationalresourcenetwork.org](http://www.nationalresourcenetwork.org).

For questions, please email [info@nationalresourcenetwork.org](mailto:info@nationalresourcenetwork.org) or contact David Eichenthal, Executive Director, directly at [deichenthal@nationalresourcenetwork.org](mailto:deichenthal@nationalresourcenetwork.org).
MEMO

Date: August 16, 2017
To: Mr. Rob May
From: Hara Smith, Tina Dudley, Bob Hoffman (The Enterprise Team)
Re: Initial Site Visit, July 17-19, 2017

Background
The National Resource Network (the Network) completed their initial assessment report in the spring of 2017, and proposed a direct technical assistance plan that centers on working with local stakeholders to establish inclusive community engagement, cultural place-making, and partnership development – ultimately creating a framework for progress that embraces a collective and inclusive vision that benefits all residents. The Network will work with both city officials and local stakeholders beginning in July and continuing through the rest of the year.

Methodology
Upon signing the memorandum of understanding, the Network team, represented by Enterprise Community Partners staff Hara Wright-Smith (team lead), Tina Dudley and Robert (Bob) Hoffman, convened internally to review the assessment findings and to develop a more detailed plan of action to carry out the agreed-upon scope of work.

Based on this plan of action, the team identified target participants for in-person interviews as part of a kick-off site visit on July 17-19, 2017. The list of interview subjects was then prioritized and narrowed down, due to time limitations for the on-site visit. The final list included a cross-section of representatives from the public and private sectors. Some participants were not available, and will be contacted for follow-up telephone interviews. The team worked closely with Rob May to organize the site visit, and he also provided support to schedule all the necessary meetings.

The interview questions varied significantly, but many conversations covered the following inquiries: What are the strengths and issues relevant to your constituent group? How is your constituent group impacted by these issues? What impact does your organization have on influencing these issues? The team also sought information about collaborative efforts, place-making, community engagement, economic and job strategies in the downtown area.

For this first site visit, the team sought to establish relationships, collect initial responses to the previous set of questions, and gain a better understanding of the issues, assets, and opportunities that exist in the City of Brockton. This information will be used to begin our analysis and develop a comprehensive approach to inclusiveness across social, economic, racial and ethnic groups. This memo intends to share a preliminary summary of our ideas and
thoughts that emerged from our analysis of the conversations, responses to our questions, observations, and a review of select documents.

**Preliminary Observations**

The team was pleased with the outcomes of the initial site visit. We found the interview participants to be receptive, candid, and very thoughtful with their responses. The conversations provided valuable insight about Brockton’s strengths and untapped opportunities. The site visit was also invaluable in providing the Team a better understanding of the physical landscape of the city, and provided an introduction to diverse groups of Brockton constituents.

In the course of our interviews, the following themes emerged and were repeated in multiple interviews across sectors. These topics are evidently of deep significance to the community and will be further explored in subsequent visits.

**Diversity**

The topic of diversity was identified early-on as both a strength and a challenge for the city. Summary comments:

- Brockton’s unique demographic composition as a Gateway City
- Image of diversity represented in many neighborhoods
- Needs to be a broadening of diversity within the economic base through entrepreneurship and employment
- Cultural capital, such as ethnic restaurants and minority-owned businesses, could be better leveraged and cultivated

**History and Identity**

The spirit of Brocktonians was repeatedly identified as a strength for the city, and several interviewees commented that Brockton’s strength is its people. Summary comments:

- Brockton ‘toughness’, ‘grittiness’, and perseverance
- Shared history of athletics / “City of Champions”
- Influential community resources (both individuals and institutions)
- Changing demographics of city and resident base
- Opportunity for greater influence and impact of millennials

**School System and Youth**

Several interview participants shared pride in Brockton’s excellent school system and high graduation rates. Summary comments:

- Leveraging school success using ‘Community School’ model
- Opportunity to increase retention of college-bound Brocktonian youth
- Opportunity to engage youth in downtown activities or placemaking efforts
• Entrepreneurship programming could establish a pipeline of future business owners
• School funding formula changes present a challenge

Business and Community Development
Brockton benefits from the presence of several major businesses, a community of small businesses, and an active social services industry.
Summary comments:
• Transit is an asset, Brockton only 30 minutes from downtown Boston
• Strong network of businesses and nonprofits, but missing opportunities for collaboration
• Significant banks and financial institutions present
• Multiple groups working on economic development
• Rising rents challenging for many residents who came to Brockton for affordable housing

Media and Communications
There is a great deal of positive stories in Brockton to celebrate, but unfortunately the majority of news coverage about the city is limited to crime-related incidents.
Summary comments:
• Conflicting views on public safety
• Need proactive, comprehensive communication strategy to shift Brockton’s image
• Opportunity for more positive stories to lift up Brockton

Next Steps
The Team’s next visit to Brockton will be September 11-13, 2017, and planning is underway for that visit. This next trip will focus on connecting with community-based groups and organizations to gain additional insight and understanding on themes identified above.

The Team needs to observe, listen and talk with individuals and organizations in the neighborhoods surrounding downtown to ascertain what they see as current strengths and opportunities to advance Brockton.

The Team will cross information from both visits to see where there are natural threads which can be used to leverage diversity, history and identity, education and youth, business and community development, media and communications.

The Team also hopes to gain clearer insights into current strategies being utilized to address homelessness, crime and opioids.

In summary, we have provided information that speaks to our recent visit and lends itself towards dialog in planning our subsequent work.
Greetings!

We hope you are enjoying the holiday season. We are writing to update you on our work in Brockton since we last spoke.

**Interview Summaries**

On our first trip, back in July, we interviewed a number of stakeholders to learn more about the issues and assets in the community. During our interviews, we identified five reoccurring themes for further exploration – diversity, history and identity, school system and youth, business and community development, and media and communications. We found the interview participants to be receptive, candid, and very thoughtful with their responses.

This past September, on our second trip, we learned more about community groups and their concerns, and met many advocates for Brockton. Although a number of community concerns were expressed, the central theme that emerged was a desire to make Brockton more inclusive and to draw on a more diverse group of leaders to help solve the community’s challenges. In addition, the Network observed that difficulty with communication – between the City and the residents, between resident groups, between service providers and residents, and even between individual residents, seemingly undermined the efforts of many individuals and institutions working on community-building efforts.

As agreed to in the Memorandum of Understanding with the City of Brockton, the National Resource Network will help strengthen the City’s capacity for inclusive community engagement, cultural place-making and partnership development. Based on our observations on the ground, these objectives will be best supported through an Asset-Based Communications Strategy for Brockton. Asset-based means that the strategy will lift up and build upon Brockton’s strengths and assets, including resident leaders. Establishing new and strengthening existing neighborhood associations will help bridge communications, support a leadership development pipeline, and provide opportunities for residents to participate in building a stronger Brockton.

**Resident Leaders Orientation**

The National Resource Network will host a remote orientation for prospective resident leaders on Wednesday, December 20th, and will conduct our initial training in person on January 11th. **The team will be on the ground in Brockton from January 10-12, 2018.** In March or April,
we will prepare a final presentation and interactive workshop to share our findings, introduce newly trained resident leaders, and provide an opportunity for stakeholders to discuss what next steps must be taken to move Brockton forward. A number of stakeholders from the city, business community, non-profit and community groups will be invited. We hope you will join us and lend your voice to the conversation. More information will be shared as we approach the Spring.

In the meantime, you can support this project in two ways – 1) please consider nominating someone you know to be a resident leader – someone who has been active in the community and is passionate about making their neighborhood better for everyone, and 2) contact us with your ideas, concerns, comments or questions.

Thank you for your support.

Best,
The National Resource Network
### BROCKTON’S ASSET-BASED COMMUNICATIONS STRATEGY

**Appendix D**

<table>
<thead>
<tr>
<th>January 2018</th>
<th>February 2018</th>
<th>March 2018</th>
<th>April 2018</th>
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<tbody>
<tr>
<td>IDENTIFY RESIDENT LEADERS</td>
<td>CREATE NEIGHBORHOOD ASSOCIATIONS</td>
<td>PARTICIPATE IN PEOPLE-LED PLACE-MAKING</td>
<td>APPLY COMMUNICATIONS TOOLS</td>
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**WHO?**
Select a diverse group of Resident Leaders

**WHY?**
To represent a unique catalyst team organized to create an inclusive Brockton

**HOW?**
Trained by our NRN team on “How-To” create their own neighborhood association

### "ISSUES TO ASSETS"
**FOCUS:**
- Communications & Media
- Diversity
- Schools & Youth
- History / Identify
- Business & Community Development
- Homelessness, Opioid & Crime

### Building a Bottom Up Approach to an Inclusive Brockton

- Recruit Other Neighborhood Residents
- Recruit Emerging Leaders / Youth Advisory Group

### Unleashing Positive Assets

- Resident Leaders Organize Actions to Strengthen Assets in Communities
- Resident Leaders Build collaborations across neighborhoods and with the City

### Rezility Application

- Use place-making as an engagement tool for neighborhood meetings
- Neighborhood Welcome Signs

### Other Tools and Methods:
- Public Relations
- Communications Planning & Media

- Sharing Information about Neighborhood Activities
- Sharing Information from the Mayor’s office and Government Representatives

### Rezility is a smartphone app that will enable communications throughout the city and across neighborhoods

- Each Resident team leader will have access to various communication tools such as the Rezility Application
MEMO

Date: March 5, 2018
To: Mayor Carpenter
From: Hara Smith, Tina Dudley, Bob Hoffman (The Enterprise Team)
Re: Site Visit 3, January 11-13

Background
The Network’s first visit identified five key themes from stakeholder interviews: diversity, history and identity, school system and youth, business and community development, and media and communications. Following the second site visit, the Network concluded that communication was at the heart of these five themes, and developed an Asset Based Communications Strategy in partnership with Rob May. This strategy, visually depicted in the attached flowchart, begins by building a bottom-up approach to an inclusive Brockton through the recruitment and training of a diverse group of resident leaders.

Recruitment and Orientation
Andrea Burton and Lynn Smith led the outreach efforts to a diverse group of prospective neighborhood-level leaders. Over twenty individuals were identified and invited to an orientation meeting, held at the Brockton Public Library, on December 20, 2017. Twelve residents attended and participated. About half of these attendees participated in the January 11th training.

Resident Leadership Training Observations
The training was facilitated by Mr. Robert (Bob) Hoffman, an Enterprise consultant with over 35 years of experience in community development. The training had several objectives: establish an environment for learning and development, identify guidelines for working together, utilize the experience development model, identify leadership preferences, practice team effectiveness, provide a guide for establishing neighborhood associations, and share a communication framework.

The participants felt more at ease after an ice-breaking riddle, “Why are 1,973 pennies worth almost twenty dollars?” Several more similar exercises helped participants to see that, if you adjust your thinking, problems that once seemed insurmountable can be overcome. Another exercise focused on group problem solving. The resident leaders immediate engaged with each other and demonstrated the benefits of working together.
These exercises were more than fun, they helped to establish an environment for learning and development, by illustrating that our preconceived notions can often get in the way of dialog. Through the training experience, the participants observed the value of building connections.

Resident leaders broke out into smaller groups and worked on an exercise that focused on the importance of effective communications.

Reconvening as a larger group, the resident leaders learned about a model called the Medicine Wheel, based on the traditions of the Lakota Indian people, which describes four different styles of interacting with each other and our own work. After everyone shared, it became clear that the group did not have an even balance of personality types. The Trainer explained the importance of balancing working groups to include people who think differently and can push one another to grow and learn.

Resident leaders then learned about the craft of co-intelligence and working effectively in a group. It is critical for leaders to utilize the talents and skills of every participant in the group, so each person feels needed.

Copies of the materials covered in the training were distributed in folders to each participant, along with some additional content for review on their own, including a practitioner’s guide on “How to Start a Successful Neighborhood Association”.

The entire training was intended to provide activities to the resident leaders that they can use themselves as they work to recruit and organize their neighbors.
Experience Development Model

EXPERIENCING
(Doing)

APPLYING
(Planning More Effective Behavior)

PUBLISHING
(Sharing Reactions and Observations)

GENERALIZING
(Applying to the Real World)

PROCESSING
(Discussing Patterns and Dynamics)
MEDICINE WHEEL

A DESIGN FOR UNDERSTANDING INDIVIDUAL DIFFERENCES AND GROUP STRENGTHS

INTRODUCTION:

The Medicine Wheel is a way of looking at individual differences which comes to us from Native American culture. This particular presentation of Medicine Wheel is based on traditions of the Lakota Indian people, interpreted so as to assist us in understanding how diversity impacts on team work.

The Medicine Wheel calls on elements of the natural world which describe four different styles of interacting with each other and our own work. The major compass directions differentiate the styles, and each has an animal, a color and a season associated with it.

The Lakota believe that each of us is “born into” one or another of these directions. As each season has a different “feel,” and each animal a different “personality,” the four directions become descriptive of the varied ways in which human beings experience the world and operate in it. Understanding these differences helps the working relationships we have with others. We begin to see why we experience confusion, discomfort or frustration when confronted with persons whose ways of seeing the world and operating in it are different from our own. Lakota tradition calls us to see the Medicine Wheel (the wheel of life) as complete only when all four directions are included. If we value all skills and styles as important contributions to a group’s work, we can experience diversity as a strength rather than an impediment.
THE FOUR DIRECTIONS/STYLES ARE:

NORTH – BUFFALO – WHITE – WINTER: These are people who like to take control of a task and quickly work through it toward a goal. Full of courage and endurance, they take risks and are good motivators of others. (North people may become autocratic and unaware of others' feelings, pushing them beyond their limits.)

EAST – EAGLE – YELLOW – SPRING: These are people of creativity and innovation, visionaries with new ideas. They are expansive thinkers, easily able to see the big picture. (East people may lose track of the practical steps toward a vision, ignoring the details of follow through.)

SOUTH – DEER – GREEN – SUMMER: These are people known to be collaborative and supportive. They are trusting, careful of others' feelings and concerned with creating positive work environments. (South people may mire themselves in interpersonal relationships, losing track of the task at hand while they busy themselves "saving" others.)

WEST – BEAR – BROWN – AUTUMN: These are people who are analytic, methodical and introspective. They are careful and pragmatic, basing their decisions on data and logic. (West people may fall prey to "analysis paralysis," and be unable to make decisions. They may be stubborn and unwilling to accept new ideas.)

While we are born into a direction on the Medicine Wheel and will feel most comfortable living in that style, we may travel around the Wheel during our lifetime, learning to use elements/skills of the other directions as we grow or as situations demand.
FOSTERING CO-INTELLIGENCE

What is preventing your organization from achieving is optimal potential results? Could it be that your leadership team is pulling in different directions or that your organization is not making the best possible decisions, not using all the intelligence in your organization? The key may be to become a "co-intelligent" organization.

What is "co-intelligence"? Tom Atlee defines it as "being wiser together than we are individually." (1)

Perhaps understanding "co-intelligence" is easier if we first consider "co-stupidity." Everyone has seen "co-stupidity" at work. It is the ability of any collection of people to come up with a dumber answer than any one member of the group would come up with by her- or himself.

The story of the seven blind men and the elephant is also instructive as to what is "co-intelligence." Each believes that he alone understands the essence of the elephant. Only by pooling data and perspectives, however, was it possible to achieve an accurate picture and understanding of the elephant.

So: "Co-intelligence" is the process and result of harvesting higher wisdom from a group than would be possible from any single member of the group operating alone. It also entails applying that wisdom to achieve the best possible results. (2)

But: "Co-intelligence" is not easy. It involves recognition that there are multiple forms of intelligence (3) and eliciting, recognizing, and using all the multiple forms of intelligence to arrive at the best solution(s). These include analytic intelligence; mathematical-quantitative, logic, inductive and deductive reasoning; interpersonal, emotional or empathic intelligence; spatial intelligence; cross-cultural intelligence; spiritual and moral intelligence; practical or experience-based intelligence; intuition; sensory intelligence; brainstorming, creative, poetic or artistic intelligence; analogies and associative intelligence; meditative intelligence; foresight; and mining the subconscious mind (e.g., dreams, guided visions). (4) (5) (6)

Co-intelligence also involves "systems thinking," the opposite of fragmentation: appreciating the interconnectedness of everything. Inclusion, feedback, and group learning are key principles of co-intelligence.

In a world of multiple stakeholders, co-intelligence is essential. It involves looking at the definition of the problem and seeking possible solutions from multiple perspectives, including all the stakeholders that stand to benefit from or be injured by the way the challenge is resolved.

HOW TO FOSTER CO-INTELLIGENCE: Here are some of the principles we employ in cultivating co-intelligence.
• Use the word. As your people hear the term "co-intelligence" they'll begin to strive for it.

• Form teams with the shared charge of coming up with a co-intelligent solution (and with shared incentives for doing so and shared consequences for failing to do so)

• Lead with questions, not answers

• Practice proactive listening (and develop the skills to do so)

• Articulate implicit assumptions and boundaries that are shaping the discussion and open them to challenge and reassessment

• Engage in dialogue and debate, not coercion

• Allow silence and time for reflection; not rushing to closure on decision making

• Encourage "point of view" conversations or summaries to supplement or clarify "right-wrong" arguments or "fierce conversations".

• Examine and honor the varying values, perceptions or other roots of disagreement, without prematurely rejecting or discarding the perspectives of the other

• Be skeptical of either/or solutions. When only two options have been identified, search for more. Look for multiple alternatives, both/and type solutions, or solutions that include self-adjusting mechanisms for variable application to varying circumstances.


Notes


2. Hargrove, Mastering the Art of Creative Collaboration.


4 Golemon, Emotional Intelligence: Why it can matter more than IQ.


FLEXIBILITY OF THINKING PROBLEMS

Examples: \[3F + 1\text{Y.}
4\text{L.C} = \text{G.L}\]
(3 Feet = 1 Yard)
(4 Leaf Clover = Good Luck)

1. M. + M. + N.H. + V.C. + R.I. = N.E.
2. "1B. in the H. = 2 in the B."
3. 8D. - 24H. = 1W.
4. 3P. = 6
5. H.H. & M.H. at 12 = N. or M.
6. 4J. + 4Q. + 4K. = all the F.C.
8. A. + N. + A.F. + M.C + C. G. = A. F
9. T. = L.S. State
10. 23Y. - 3Y. = 2D
11. E. - 8 = Z.
12. Y. + 2D. = T.
13. C. + 6D = N.Y.E.
14. Y. - S. - S. - A. = W.
15. A. & E. were in the G. of E.
16. My F.L. and South P. are both M.C.
17. "N.N. = G.N."
18. N. + P. + S.M. = S. of C.
19. 1 + 6Z = 1 M.
20. "R. = R. = R."
21. A.L. & J.G. & W.M. & J.K. were all A.
22. N. + V. + P. + A. + A. + C. + P. + I. = P. of S.

FROM A WHACK ON THE SIDE OF THE HEAD BY ROGER VON OECH
A Hierarchy of Needs for Team Effectiveness

People who work together in short- & long-term teams have:

- Common Goals
- Work That Is Related
- Interdependent Tasks
- Mutual Accountability for Their Progress

- Goals
  - Where are we going? (short & long-term)
  - Clear
  - Accepted
  - Understood

- Roles
  - Who does what?
  - Clear descriptions
  - Negotiated & Conflict-free
  - Understood

- Procedures
  - Group Norms & Mechanics of Working
    - Information Sharing
    - Problem-solving
    - Decision-making
    - Conflict Management

- Relationships
  - How will we work together?
    - Trust
    - Support
    - Respect

Communication Plan

Instruction Sheet:

This task focuses on clarifying the best communication role for change leaders. The change leaders have to be visible spokespeople, helping to prepare information, making presentations, and responding to “community” feedback and input. They need to quell rumors, be vulnerable, and reveal their own personal experience and challenges in making this transformation (project) successful.

The Communication Plan from this seminar is designed to clarify the assumptions, expectations, behaviors and results that those who are not in attendance need to know upon your return. The following questions can be used to clarify that presentation.

Questions to Consider:

- Who has to be briefed about the status of the project (leaders, key stakeholders)?
- What is the current condition of the relationships among all of the people filling change leadership roles?
- What will the various members of the project community be asked to do?
- What consultants (or volunteers) are being used in the project and for what purposes? How will you interface with the consultants (volunteers) involved, integrate their activities, and continue to bring them up to speed?
- How will the plan consider the five levels of communication:

  Information Sharing

  Building Understanding

  Identifying Implication

  Gaining Commitment

  Altering Behavior

Keep in mind that if you want true commitment and behavioral change as the result of your communication process, you must include strategies that produce both. You can not expect to use only information sharing strategies to produce behavior change. Remember to support your Communication Plan with the appropriate resources, meeting planning and follow-up.
“Communications creates meaning for people. It's the only way any group, small or large, can be come aligned behind the overarching goals of an organization.”
Warren Bennis, Burt Nanus

Strategic Communications are employed to enlist the aid and support of groups and individuals who are directly or indirectly affected by your mission, plan or project.

How does strategic communication differ from the usual communication in organizations?

<table>
<thead>
<tr>
<th>Communication as usual</th>
<th>Strategic Communication:</th>
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<tr>
<td><strong>WHAT</strong> General announcements to broad audiences, or parts of the organization Words as primary means of communication Information is often sent out</td>
<td><strong>WHAT</strong> Specific messages to specific groups Words, actions and processes are used to communicate Changing attitudes and behaviors, enlisting support</td>
</tr>
<tr>
<td><strong>WHO</strong> Top management (of the organization, division or project)</td>
<td><strong>WHO</strong> Various messengers throughout organization, or among team members</td>
</tr>
<tr>
<td><strong>WHEN</strong> Occasional</td>
<td><strong>WHEN</strong> Continuous (proactive rather than reactive communication pattern)</td>
</tr>
<tr>
<td><strong>HOW</strong> Established vehicles, one-way, formal communication</td>
<td><strong>HOW</strong> New vehicles, creative formats One-way and two-way communication Formal and informal forums</td>
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Fundamental Principals

The fundamental principles in communicating strategically involve three things:
✓ Listening
✓ Telling the truth
✓ Helping people to understand your message/concern

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Fundamental Principals of Strategic Communication (continued)

✓ **Listen:** Seek first to understand, then to be understood.
   
   Try to understand...
   
   • What are the issues or concerns in the organization?
   • How will the plan, or change, impact the organization and other key stakeholders?
   • How can the organization (board/staff) do better (internally and externally) in moving forward?

✓ **Tell the truth:** Sometimes there will be good news and bad news. Share it. Help formulate good, informed decisions by communicating needed information.
   
   • Identify key reasons for the plan, or the change in strategy.
   • Be clear about what support is needed, when and how that support is to be given.
   • Explain why there is need for a change; what the change means to the success of the plan, or those who will be affected by it.

✓ **Help people to understand your message/concern:**
   
   • Employ the 3 R's for Results ... Relevance, Responsiveness and Reinforcement.

   **Relevance:**
   
   • Statements are clearly tied to the objectives of the plan or initiative.
   • Messages are short, memorable, and energizing to target groups.

   **Responsiveness:**
   
   • Listen to what folks are saying and follow-up.
   • Recognize and address concerns and issues.
   • Reward successes.

   **Reinforcement:**
   
   • Reiterate the message. (The best form of advertising is repetition; don't be afraid to remind people of your mission, your achievements, and your need for their support.)
   • Be consistent with words and actions. (Walk your talk! Do what you promise!)
   • Use a range of media or forums to communicate your message. (Face to face communication is especially effective.)
# Communication Plan

## For Linkages Work

<table>
<thead>
<tr>
<th>Information Sharing</th>
<th>With Who (Audience)</th>
<th>By Who</th>
<th>How</th>
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<td>Altering Behavior</td>
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A Guide for Starting a Successful Neighborhood Association

Adapted from a publication of the same name produced by the City of Fayetteville, Arkansas’

Block by Block
Congratulations on taking the first steps in starting a neighborhood association. A neighborhood association is a group of homeowners, renters, apartment dwellers, and representatives from neighborhood businesses, churches, and schools who organize to improve conditions in the neighborhood. When you start a neighborhood association, the people in your neighborhood get a chance to decide what needs to be done and work together to make it happen. A group that represents the community will have the stability, credibility, and political clout to be an effective force for a better neighborhood.

This Neighborhood Association Toolbox is a guide to assist you in starting a neighborhood association. It is by no means a complete set of rules that must be followed. It is merely a starting point with helpful hints and proven methods to effectively organize your group.

Organizing a neighborhood association is a big job. The material in this kit breaks down the job into clear steps so that it will be less overwhelming. While it may seem difficult at first, developing your association will be enormously exciting as people come together to address common concerns and learn to work together as a group. Keep in mind some important guidelines as you begin to organize:

1. Building an organization is a process. It can’t be done overnight. Be patient. Identify your priorities and build them step-by-step.
2. Set realistic goals. Start small and build upward. As your organizational capacity grows, start setting your goals higher.
3. How you treat people is crucial to your success. By treating people with respect and honesty, people will be more likely to get involved in the organization.
4. Adapt the ideas and strategies outlined in this kit to the specific needs and circumstances of your community and your organization.
5. People join neighborhood groups for a variety of reasons. One of them is to get to know their neighbors better and to feel a sense of community. So, as you build your organization, be sure to have fun.

Neighborhood Projects
One of the best ways to attract attention and form group unity is to focus on an important issue in your neighborhood. Neighbors do not attend meetings or become interested in your association unless you are doing worthwhile projects for their benefit or the benefit of their area. It’s important that you determine the needs of your neighborhood and focus on those needs until you demonstrate success.

Determine the needs of your neighborhood through meetings and personal discussions with neighbors during a walk-through. After you construct a list of possible needs, discuss them in reasonable depth to
identify the issues. When you have identified the issues, discuss each one and agree on the priority of each issue. Sort the issues into short-term or long-term projects and begin to evaluate how your association would like to approach each issue.

In developing your neighborhood projects, focus on a specific issue that will demonstrate action and results and that will be visible in the neighborhood. Get the whole community behind the project by promoting the issue as much as possible. This will provide lots of participation for you to establish a large membership base. If you are successful in achieving your goals or effecting change on a single issue, it demonstrates that your association is an effective group. This establishes the credibility and worthiness of your association, characteristics which are important to long-term survival. Unfortunately, one problem with concentrating on a single issue is that when that problem is solved, everyone leaves. Therefore, it is important to introduce other issues at the same time and get people to work on them in addition to the main issue. As each issue is resolved, focus on new, short- and long-term projects.

In planning projects, keep the ball rolling with a list of projects and activities that will maintain participation and interest. This requires a lot of anticipation and organization by association members. The best approach is to plan around a calendar. Do not suffocate your members with more projects than time will allow. Choose a pace and stay consistent. Slow progress is often better than no progress at all, but keep in mind that one large gap in activity could cost you the participation of a large majority of your membership because of lack of interest. Be careful how you plan and coordinate all projects. Keep people involved in all levels and give people specific jobs (with specific time frames) to do. Everyone is willing to contribute a little bit of time. Do not give too much responsibility to one person when it can be easily delegated to several.

**Project Ideas**
The following is a list of possible short- and long-term projects:

- Neighborhood Clean-up
- Community Garden, tree planting, flower planting
- Back-to-school party and school supply drive
- Murals or neighborhood art project
- Neighborhood scrapbook or video
- Crime watch program
- Scholarship exchange (Example: Ex-boxer in the neighborhood sets up an afternoon boxing program for neighborhood kids. The kids mow and care for his yard).
- Block party or festival
- Neighborhood entrance signs
- Security lighting
- Tool lending libraries
- Tutoring program for youth
- Home tours
- Neighborhood cook-out, picnic, or potluck
- National night out celebration
- Holiday celebration
- Neighborhood t-shirts
- Yard of the month award
- Neighborhood newsletter, web site, directory, or telephone/email tree
- Paint up/fix up projects
• Paint swap  
• Speakers on topics of interest to the neighborhood  
• Representative to attend city council, school board, and planning commission meetings  
• Philanthropic projects, such as "adopting" a family who needs help with Christmas dinner

Keeping Interest in the Association
Once you have tackled a few projects, how do you keep people interested? This by far is the biggest challenge for any neighborhood association. In general, members will participate if following are present:

• Business and social events in which to participate.  
• Issues of importance to discuss  
• Clean and visible accomplishments  
• Organized, competent leaders  
• Events to recognize participants

Effective Meetings
The way that meetings are run will affect how members become and stay involved in the association. If meetings rarely start on time or are dominated by a few people, members will become frustrated and will stop coming to meetings. When meetings are well run, people’s opinions are respected, and the agenda is followed, members will feel more willing to participate in other activities of the association.

Meeting Arrangements
The best arrangement for a community meeting is a circle of chairs. People sitting in a circle can communicate better. Tables often form barriers and are easy to hide behind. Avoid using tables unless they are needed for maps or handouts. Choose a neutral room that will just barely accommodate everyone. This will allow the energy of the group to stay within the group and add to your feelings of enthusiasm. Meeting locations could include a neighborhood church or community center, a member’s home, or a favorite local restaurant.

Agendas
Every meeting must have an agenda or purpose. Spend time before the meeting deciding not only what to discuss, but also how long and in what order you will discuss the items. It is sometimes useful to put emotional or controversial issues at the end of the agenda. This will allow you to take care of small, but necessary decisions early in the meeting. When listing agenda items, it’s always good to list a time limit. It’s possible that you’ll go over or under the limit on some items, but will tend to keep the meeting on track. Do not overload the agenda. Try to stay within 1 – 1.5 hours and allow some time for refreshments and mingling.

Running a Meeting
Start the meeting on time. Don’t penalize those on time by making them wait for latecomers. Go ahead and start the meeting with less important agenda items. By doing this, you will reinforce the behavior of those who arrive on time without excluding those who are late.

Make sure someone takes the minutes and records the meeting so that those who were unable to attend can still keep up with the activities of the association. If you do not have a secretary, rotate this task.
Dealing with Difficult People
When a point is being discussed too long:
- Summarize; or
- Suggest tabling the question for a later time.

When two members get into a heated discussion:
- Summarize points made by each and turn the discussion back to the group and/or
- Invite the two to stay after the meeting when the three of you can talk it over.

When coping with the “one-man” show:
- Interrupt with a statement giving the speaker credit for his contribution but politely asking him to hold his other points until later; and/or
- Interrupt with “You have brought up many points that will keep us busy for a long time. Would anyone like to take up one of these points?”

When a speaker drifts from the subject:
- Interrupt, give her credit for her idea but explain that she is departing from the main point; or
- Propose to the group the question of whether it wants to stray from the outline or follow it; or
- Bring the discussion back to the topic by using the related idea as the transition.

When a member has difficulty expressing herself:
- Build up her confidence by expressing appreciation for what she has said and then rephrase her material with a preface such as “is this what you mean, Ms. Jones?”

Participation
Set realistic expectations about attendance. You may not need large attendance at every meeting. Do not focus on what you consider poor attendance. Concentrate on coming up with techniques to increase attendance. Set a tone at meetings where everyone’s ideas are welcome and respected and no one is put down. Consider establishing a Membership Committee to focus on recruiting new members. Be realistic about what people can do given their other responsibilities. Respect all contributions, no matter how small.

Ending the Meeting
It is surprising how many meetings are allowed to just fizzle out. Meetings should end with a plan of action. Ask committees to research an issue and report back to the group. Summarize what has been decided. Then, decide on the date, time and place of the next meeting before members leave.

And, most importantly, in addition to addressing concerns in the neighborhood, plan enjoyable neighborhood activities that will bring the neighborhood together, such as a block party, neighborhood garden, or card club. If those in the neighborhood see the exciting activities happening around them, they will be more likely to want to participate in your neighborhood association.

Communications
The establishment of a good communications and publicity network is absolutely essential to any group. Whether it is a simple flyer, newspaper announcement advertising a meeting, a short telephone call, or an email, groups must take advantage of all media (including word of mouth) to make people aware of activities.

One of the most effective ways to establish a manageable and affordable network is using the following forms of communication:
**Flyers** - Any activity, project, or goal of the group can be announced in a flyer. When designing a flyer, be sure the wording is bold enough to be read from a distance of 10 feet. Use colorful paper. If possible, arrange for the use of a church or school copying machine. Or better still, have them quick copied as a donation by a local print shop. Contact the Community Affairs Department if you need help designing and/or copying flyers. Post flyers in markets, laundromats, schools, beauty shops, and other places frequented by the people you want to reach.

**Newspaper announcements** - The Northwest Arkansas Times, the Morning News and the Free Weekly have announcement sections and allow neighborhood associations to advertise their local meetings at no charge.

**Neighborhood walk-through** - This is one of the most effective ways to begin a relationship with your neighbors and get them interested in your association. Organize a group of at least four to six people to cover a specific region of your neighborhood. Assign pairs to go door-to-door and introduce the association and its goals. Ask them about their concerns and respond with how your association can help them effect a change in their situation. Ask them to attend the next meeting to voice their concerns. Also, ask them to bring some of their neighbors. Be sure to leave a flyer with the information about the next meeting. If no one is home, leave a flyer in a visible, but secure location (do not place flyers in mailboxes as it is against federal law).

**Surveys** - Surveys are a key way to bring new members into the association. Use a survey when you are just getting started. At your first general meeting, distribute a survey to residents to find out what issues are important to them and what direction they want the group to take. When developing a survey, keep in mind the information you want to get from community residents:
- What are the most important issues in the neighborhood?
- What are the issues people are willing to work on?
- What kinds of skills do people have?
- What are the best meeting times and locations?
- What are people’s work schedules?
- What is the age, racial, and economic make-up of the neighborhood?
These are just suggested questions. Brainstorm and come up with questions that fit your neighborhood.

**Telephone tree/email list** - Individuals who want to contribute but have little time may volunteer to be on a telephone tree or email list. Give each person at least six people to contact by phone with a short message. Or, place a neighborhood member in charge of setting up an email database. Information may then be sent out as the need arises. These are easy ways to establish a communication network that is fast and very effective.

**Block representatives** - Establish one or two individuals from each side of a street or block to serve as a liaison with your association. They can inform neighbors about what your association is doing and how to get involved. They can also recruit neighbors to support your association and communicate with them by word-of-mouth or telephone. This is a big help when your neighborhood association covers a large area.

**Newsletters** - A monthly or quarterly newsletter can be an effective tool in communicating with your members. Short, informative articles that are of interest to the entire neighborhood will keep neighbors
up-to-date. Newsletters can be paid for through association dues or by advertising dollars and can be produced fairly inexpensively.

A good newsletter might contain the following information:

- Notices of important meeting dates and group events.
- Information about city services
- Recent accomplishments of your group
- Notification of special events
- Recognition of volunteers
- Information about the schools in the neighborhood
- Profiles of neighbors
- Crime/safety information
- Birth/death announcements
- Graduation announcements
- Anniversaries
- A welcome to new neighbors
- Articles of community interest
- Advertising

The newsletter editor will write articles, review articles submitted by others and set deadlines. The newsletter committee should assist with typing, soliciting advertising, and arranging for printing. Decisions will need to be made regarding the title of the newsletter, the number of pages, paper stock, and the arrangement of copy. Consider asking a local printer to donate printing services. Decide how to distribute the newsletter. Newsletters can be sent home with students. Also, consider utilizing boy or girl scout troops or block captains to deliver the newsletters. If you decide to mail the newsletter, call the US Post Office regarding a bulk mail permit.

**Website**

There are a number of free web site and listserv resources available for non-profit groups like neighborhood organizations.

- Among the most popular free listerv services, Yahoo Groups ([http://groups.yahoo.com/](http://groups.yahoo.com/)) and Google Groups ([http://groups.google.com/](http://groups.google.com/)) offer services like message archives, shared photo storage, group calendars, polls, and links storage.
- Designed specifically as a neighborhood organization resource, Neighborhood Link ([www.neighborhoodlink.com](http://www.neighborhoodlink.com)) is an Internet-based community network that enables every neighborhood in participating metropolitan areas to create their own free, interactive Web sites.
- Several neighborhood organizations in Athens-Clarke County have opted to develop their own independent web sites with the purchase of a domain name through commercial web-hosting companies. While this option incurs annual costs, the rates are often affordable and frequently covered by neighborhood membership dues. Greater storage capacity for online resources and documents is among the advantages of an independent site.

**Incorporation and Nonprofit Status**

*Steps for Filing Articles of Incorporation*

If your neighborhood association plans to apply for nonprofit status, you must first file Articles of Incorporation with the Secretary of State. Here are the steps to consider when incorporating:
• Call the Secretary of State Corporations Division at 404-656-2817 to check on the availability of your corporate name. The state does not allow duplication of corporate names, and your proposed name may already be in use.
• Write your Articles of Incorporation. If possible, have an attorney check your Articles of Incorporation before submitting them to the State.
• The forms must be notarized. All the officers of the corporation must sign two copies of the Articles of Incorporation in front of a Notary Public.
• For more information about the incorporation process, visit the Secretary of State’s Web site at http://www.sos.state.ga.us/corporations/.

Applying for Nonprofit Status
Articles of Incorporation do not make an association a nonprofit organization. Nonprofit status is given by the Internal Revenue Service. The decision to apply for nonprofit or 501(c)3 status with the IRS is a big step for a neighborhood association and should be considered carefully. Applying for and maintaining nonprofit status requires a great deal of paperwork and record keeping.

The following are benefits of nonprofit status:
• Enables your neighborhood association to accept tax-deductible donations.
• Allows you to avoid paying sales tax on your purchases.
• Allows you to avoid paying income tax on interest earned in the association’s bank account and on qualified non-profit income.

A neighborhood association is eligible for nonprofit status if:
• It is incorporated by the state as a non-profit corporation.
• It is organized solely for charitable purposes.

To apply for non-profit status, you must file IRS Form 1023 seeking tax-exempt status and charitable organization status. IRS Publication 557 explains how to complete Form 1023. The IRS requires the submittal of a filing fee along with Form 1023. To determine the appropriate filing fee for your organization, complete Form 8718 User Fee for Exempt Organization Determination Letter Request. Many organizations find that professional assistance in filing these forms is necessary.

Volunteers
Recruit people to events and activities—not to business meetings. Sign-in sheets, nametags, and follow-up recruitment calls should be standard procedure in your organization. Give new members a chance to participate through activities such as passing out information at meetings, working on a neighborhood project, delivering the newsletter, stuffing envelopes, or contacting their friends to come to the next event. These activities should make the volunteer feel useful and productive. When recruiting to an activity, try to consider the volunteer’s needs. Try to provide child care, transportation, or a mentor if the volunteer needs it.

When recruiting volunteers, enthusiasm is important. Show confidence by knowing what you would like the volunteer to do and be enthusiastic about the task at hand. Practice explaining your request in a concise, up-beat fashion. In just a few sentences, you should be able to convey the essence of the organization, the purpose of the task, and how the task will enhance the organization and the neighborhood. Here are the six steps to successful recruitment.
1. **Be prepared**  
Have in mind a mini-strategy consisting of how you will explain your goal and what you want the person to do. Review what you know about the person, such as interests, experience, and family. Look and listen for clues as to what interests this person.

2. **Legitimize yourself**  
You need to gain quick credibility. Find a common background or a mutual friend. Explain that you have the same problem that they do. Mention people that they might know. Explain why the person’s participation will make a difference.

3. **Listen, listen, listen**  
Draw people out. Listening is more important than just not talking. It is asking good questions, providing encouraging remarks, and using body language that says you are interested. Be sure to listen to for special skills, useful contacts, and organizational networks that can be useful to your organization.

4. **Challenge**  
Encourage people to produce change. Challenge people to care about the organization’s goals.

5. **Get a commitment**  
Never leave a conversation open-ended. Get a commitment with a firm deadline. Write it down, make a note for follow-up and clarify exactly what should happen next.

6. **Follow-up**  
There is nothing worse than making a big fuss over people while recruiting them and then ignoring them once they show up. Have greeters or a welcoming committee at meetings, introduce new people to experienced volunteers, and keep the lines of communication between you and your volunteers open at all times.

Keeping volunteers is just as important as recruiting them. Recruitment has to be backed up by an organizational plan with clear goals and expectations of what volunteers will do. Have a committee or program designed especially for volunteer and membership issues. This program should include training, supervision, recognition, and leadership development. Always explain the organizational importance of each task and assign tasks to fit the time that the volunteer is able to give. Recognize volunteers and make them feel a part of the team.

Recruiting and keeping volunteers is something that is learned through practice and experience. Have fact sheets for each recruiter addressing such things as how to overcome objections to volunteering, the purpose of the task they are recruiting for, organizational information, and a brief description of the task. Growing, thriving organizations must train leaders on how to recruit others and build recruitment strategies into their on-going program work.

**Political Action at the Local Level**

**Staff**  
Administrative support to executive branches of government, (i.e., agency personnel, committee staff, etc.) is a source of information, advice, and opinion. They can make small decisions within the scope of their procedures. As a rule, they have no authority for policy changes.
**Elected Officials**
Elected officials are a source of information, advocates for policy changes, intermediaries for citizen groups or citizens.

**Committee**
Standing, ad hoc, citizens, or subcommittees are typically advisors of government. Recommendations are prepared for higher levels of government. This is where the work leading up to decisions is conducted. They are characterized by greater informality, more candid and detailed staff reviews, airing of positions of all interested parties, and possibly brokering and negotiating of trade-offs between interest groups.

**Councils/Boards/Commissions**
These are the final action, decision-making levels for cities, counties, districts, and other planning bodies. They are characterized by more formal procedures and presentations. In many cases, decisions ratify committee recommendations. However, the policy body may weigh a recommendation against other priorities and override the recommendation or request additional information before making a decision. Likelihood of action without prior committee recommendation or referral is remote. This is the most visible arena of the policy making process. Therefore, conflict resolution is difficult and the PR value of confrontation is highest at this stage. Compromises are better worked out ahead of time.

**Voters**
Voters have direct access to legislative power through the initiative/referendum process. This applies to legislative action only (contrast: administrative or quasi-judicial) in state, home rule county, or city with appropriate charter provisions. It can either propose grass roots legislation or challenge a decision by policy makers in referring their action to popular vote.

**Media**
Mass media is relevant to any discussion of the political process, although in itself not a bona fide category of political action. Letters to the editor, feature stories, radio talk shows on current events, and editorial board support are desirable, no-cost strategies for influencing public officials and contributing to the public debate.

**How to Influence Decision-Making**

**Action Check List**
- Learn the decision-making process.
- Meet your elected officials as early as possible.
- Let your elected officials know about you.
- Concentrate and coordinate your efforts.
- Inform yourself--research the issue.
- Inform the members and the public of the issues.
- Attend meetings.
- Assist your elected officials.
- Know and support your allies.
- Always provide completely accurate information to elected officials; never deliberately provide misleading or false information.
• Focus on the preliminary stages of policy making.
• Never threaten elected officials.
• Form coalitions.
• Identify "swing votes."
• Be discreet.
• Be realistic. You may not win every fight, and at times, compromises will have to be made.
• Thank elected officials for their help.
• Inform your members about which officials helped and supported your cause.
• Evaluate your efforts.
• Monitor the implementation of decisions.
• Involve as many members as possible in different roles.

Tradition
"We always do it this way." Examine the traditional framework in your community. Does your project fit comfortably? Does it make minor changes? Or is it radically different? A project that differs a great deal from the way "we always do it" will require more explanation to the community before it will be accepted.

Power Clusters
Organizations and individuals who are all interested in the same thing form power clusters. For example, the Sierra Club, the Audubon Society, and the state Fish and Game Commission might all focus on wildlife issues. When these groups join efforts, they form a power cluster, sometimes called a coalition.

Networks that may relate to neighborhood associations include the Federation of Neighborhoods and other individual neighborhood associations, city-county committees primarily made up of citizens, and other volunteer organizations with similar interests.

Working With Local Government
Since a large part of a neighborhood association's time may be spent advocating for change at the local level, it is important to know how to work with local government. The next few sections give ideas for how groups like neighborhood associations can effectively work with local government to influence decision making. These sections deal with general principles, such as how to choose the best channel to go through, how to give public testimony, and how to be politically effective as a group.

Set Your Goals
What is most important for your neighborhood association to accomplish in order to maintain livability? If you have a neighborhood plan, some goals have likely been set. If not, set aside some time for your Board to set its direction. Prepare needs statements for the City budget process and prioritize issues for Board involvement.

Know Your Issues
Do your homework. Find out who is affected, to what degree, and the consequences of no action. On a long-range issue, document your process, dates of events, who was involved, and correspondence. Determine which issues will need to be addressed by a local government agency and which will need to be addressed by the neighborhood itself. Only neighbors working together and along with government can solve short- and long-term neighborhood problems.
**Know the Structure and Purpose of City Government**
Contact the City Clerk’s Office at 575-8323 or access the website for information regarding City of Fayetteville Departments and structure.

**Become Acquainted with Procedure**
Visit a few meetings of your public officials (e.g., City Council, boards, commissions, etc.). Understand how they operate, discover the guidelines they have to follow, and realize the pressures they are under. Have someone explain to you the procedure if it isn’t otherwise clear.

**Work Personally**
Allow your officials to get to know you. The best form of contact is on the personal level: (1) personal appearance, (2) phone call, (3) letter, (4) e-mail. See www.accessfayetteville.org on ways to contact city officials.

**Keep Your Public Officials Informed**
Do not surprise your officials with unexpected actions. Bring written copies of your concern when meeting with them, and follow up your concern and action with letters. (Keep copies of everything you do!) Make reference to things you have sent. Keep up an ongoing relationship. Show your appreciation as well as dissatisfaction. Send carbon copies to other individuals or agencies involved (citizens, City staff, others).

**Work on all Levels**
Try the chain of command first by going to the person most directly responsible for your concern. Then work on all levels by going to your appointed and elected officials. If you don’t know whom to talk to, do not hesitate to go to the top. Be sure to keep your City Councilors informed. If necessary, address the Council as a whole to be sure you are heard.

**Make it Clear if You Represent a Group**
Identify the name of your group and its purpose. Use appointed contact persons to establish continuity and identity. Document attendance at general meetings and votes taken. Ensure that you have the group’s approval/authorization before acting.

**Get Solid Answers**
Don’t be satisfied with vague answers. Talk to informed people and solicit answers you can rely on. Ask for and remind your officials of specific information—dates, places, times, etc.

**Be Open to Suggestions**
Take the suggestions of your officials seriously and follow up on them. Progress occurs when everyone pushes in the same direction.

**Follow Up**
Follow up on a discussion with a memo summarizing the discussion and its outcome. Check back to see if whatever has been agreed to is being done or to see if decisions are being made. After the decision has been made, check back with the appropriate staff or government official to be certain it is carried out.
**Keep the Neighborhood Informed**

Use your neighborhood association's meetings and annual newsletter to keep the neighborhood informed. Talk with neighbors and businesses about what is happening. Contact the neighbors and friends about what is happening. Contact the newspapers to let them know your concerns. You may wish to issue a press release. Make your written information interesting.

**Increasing Your Group's Effectiveness**

The following are a collection of ideas to make your citizen’s group more effective. Pick and choose, selecting those that are most appropriate for your situation.

**Analysis**
- Develop an independent understanding of the causes of social problems.
- Discuss social problems and their political and economic roots.
- Understand national trends (especially those which concern many people) and show your program's relationship to them.
- Identify and challenge decision-makers' assumptions about problems.
- Identify who else is concerned with the issue. Talk with them, form an alliance, share information, work together.
- Understand concerns, viewpoints, and priorities of your opponents and allies.

**Vision**
- Define your ideas, your vision of a society where problems which concern you have been resolved.

**Structure**
- Assign one citizen group member to each relevant decision-maker to lobby, to research (voting record, interest, etc.)
- Develop new ways of solving a problem which by-passes uncooperative decision-makers.

**Image**
- Get listed or featured in other groups' newsletters.
- Start or improve your own newsletter and send it to as many influential people as possible.
- Become better known (a "household word").
- Launch a public education campaign.
- Get radio and TV stations to help you develop your own public service announcements.
- Use CAT (Cable Access Television).
- Raise the consciousness of the general public on what it means to be an active, effective citizen.

**Strategies and forms of involvement**
- Neighborhood
  - Choose "win-able" issues.
  - Set up a demonstration project which shows how a problem should be dealt with; form partnerships; get funding if needed.
  - Canvass neighborhoods to gather opinions and build support.
  - Support community issues and concerns.
- Celebrate community events (holidays, local history, successes).
- Hold block parties.
- Resources and Assistance
  - Assess organizational history and strengths; they are among your most important resources.
  - Make a budget for your citizen involvement activities and get funding without strings.
  - Use community resources such as school buildings for space.
  - Draw on technical experts for advice and testimony.
  - Enlist the support of people with clout.
  - Use process consultants and facilitators when appropriate.
  - Seek in-kind services (free printing, auditing, legal assistance, etc.)
- Organizational Development
  - Set long-range goals and allocate time in accordance with them.
  - Initiate plans and policies rather than reacting to those of some government agency or other organization.
  - Manage time carefully and realistically (within a single meeting and during implementation of plans).
  - Develop leadership and membership skills. Make training an on-going part of your activities.
  - Evaluate your progress regularly.

How to Give Public Testimony
Giving public testimony before Boards and Commissions can be frightening if you have never done it before. There are several things you can do to make your thoughts and presentation clear and successful. You may not always have the time to follow the outline listed below. However, whenever you can, it is beneficial to spend as much time as possible preparing your testimony. Carefully prepared testimony may influence action. Also, testimony becomes part of the public record and may be referred to later on.

How to Prepare Public Testimony
- Know your time frame
  Find out when, where, and before whom (Mayor & Commission, Planning Commission, Hearings Board, etc.) the issue will appear. This will let you know how much time you have to prepare--there is a big difference between having one day and one month to prepare.
- Know your issue
  Support opinions with as many facts as possible. Do your homework: information is power. Read newspapers, magazines, etc., to find out about the issue. Talk to local government officials, when possible, and other citizens. Be knowledgeable of the opposition’s arguments and be prepared to counter those arguments. Also, draw on your own knowledge and experience.
- Start writing down main points
  Construct a rough outline from scattered thoughts, research, plus any additional brainstorming. Begin thinking about any extra visual aids that might be important (posters, charts, fact sheets, flyers, cartoons, brochures, etc.).
- Know how much time is allowed for the testimony
  Typical time limits range between three and ten minutes. However, effective testimony can generally be held to three minutes. If your ideas are well-organized, three minutes should be ample time to make your point effectively.
- Write a draft statement and include the following when possible:
  - Address the governmental body (example: "Mr./Ms. Mayor, Members of the Council"). State your name and address for the record.
Say if you are testifying for yourself or a group, and give a brief description of why you or your group is testifying on the issue.

- Explain how support for your testimony was solicited from your group (by petitions, vote at meetings, surveys, letters, etc.).
- Bring with you documentation of that support (copies of petitions, surveys, minutes of meetings, etc.) whenever possible.
- Be specific about how many people were involved in making the decision. State whether this is a majority or minority opinion.
- Keep the statement as short as possible (two pages is about right). State the problem, the reasons why you or your group support or oppose, and then summarize.

- Get others to read and make comments on the draft. If you need the approval of a group, use the rough draft so people will feel comfortable making corrections or suggestions on the copy.
- Let the statement sit for a day or so, if you have the time, and then go back and read it again and revise if necessary.
- Write up final copy. Type and double space the final copy, if possible (easier to read, looks neater, etc.). Be careful to check spelling.
- Start anticipating questions from the commission, board, etc.
- Practice giving testimony before friends and get hints on improving the presentation.

**How to Give the Testimony**

- Be Familiar with the Group’s Process— Attend one or more meetings of the group before you testify to get an idea of the room layout and the procedures used.
- Know Your Audience— Try to stress what you have in common with and that you respect the differences of the people you are talking to. The more you can find out about their biases and sympathies, the more chance you have to relate to them.
- Be aware of how you present yourself when you make a statement to the decision-making body. Think about what image you want to project. Most of what we communicate is nonverbal. Be aware of your body language.
- Try to keep your feelings in check while you are testifying. It is all right to have strong feelings on the subject, but you do not want them to overshadow the content and reason of your message.
- Use notes rather than written manuscript so you can develop good eye contact.
- Define What You Want— Make it perfectly clear what action you want the group to take.
- Summarize your written message to emphasize the important points.
- Provide copies of your written testimony for each member of the body, appropriate staff, and the media.
- If you are testifying for a group, make sure different people cover different topics so the testimony is not repetitious.

http://accessfayetteville.org/neighborhood_resources/neighborhood_associations/a_guide_for_starting_a_successful_neighborhood_association.html
“I’ve Got a Great Idea!”

.........Now What?????
Access to Resources

- Someone who can get **property owners/controlling entitles to say yes**.
- Who has access to **money and supplies** for the project?
- Someone to **cover liability** insurance or get the property owner to comfortable with a waiver form for volunteers.

Access to Volunteers

- Who is going to execute your idea?
- How are you going to **coordinate** your volunteers?
- What **skills** do you need to implement your project?
- Who is plugged into the **community** you are working in?

Quality Control

- Someone who is plugged into **high quality materials and visual aesthetics**.
- A **super talented person** that specializes in the type of project you are trying to do.
[Build Your Team]

Downtown Brockton Association

MassDevelopment

Brockton Redevelopment Authority
Picking the Right Spot

• The Frederick Douglass building had been vacant for a long time.

• People expected something to happen here because the building was featured as a location for a restaurant incubator and was involved in the “Detroit” movie shoot.

• The City of Brockton owned the building.

• It had high visibility and was in a location where we could leverage financial resources to complete the project.
Finding the Money and the Approvals

• Create your budget.

• Develop a visual rendering of your project to help people understand your vision.

• Identify funding sources and people that you need to say “yes” to the project.

• Using your rendering, set up meetings with those people and pitch them on the idea.

• Be prepared to answer the who, what, why, when, and how. **YOU WILL BE ASKED!**
City of Brockton:
District Improvement Financing (DIF) $9,000

Greater Brockton Young Professionals:
Steering Committee Approval to Participate

Fuller Craft Museum:
Board Approval to Use Art and Buy Materials

Downtown Brockton Association
$1,000

CITY: Liability Waiver

Project Cost: $10,000

Approvals

City & Brockton Redevelopment Authority: Use of the Building

[Funding and “Yes”]
Volunteer Best Practices

• Get people from the local community involved.

• There are lots of groups and companies that are looking for volunteer opportunities, if you need more hands.

• Don’t bring on more volunteers than you have jobs for or can effectively manage.

• Make sure you have enough tools to keep everyone busy.

• Have one person on-site as a foreman to direct volunteers to the tasks that they are needed for.

• Have drinks and food available.
The Frederick Douglass Building Project was Completed in TWO Phases
Want to do a project downtown?

Contact:
George Durante
TDI Fellow, MassDevelopment
617-851-5577
gdurante@massdevelopment.com
Brockton’s Neighborhoods Initiative

April 17, 2018
Agenda

• Welcome
• Brockton’s Neighborhoods Initiative
• Training Brockton’s Resident Leaders
• Opportunity 360
• Youth and Placemaking
• How You Can Help
How We Got Here: NRN Engagement Summary

BROCKTON’S ASSET-BASED COMMUNICATIONS STRATEGY

January 2018
- Identify Resident Leaders
  - Building a Bottom Up Approach to an Inclusive Brockton
  - WHO?
    - Select a diverse group of Resident Leaders
  - WHY?
    - To represent a unique catalyst team organized to create an inclusive Brockton
  - HOW?
    - Trained by our NRN team on “How-To” create their own neighborhood association

February 2018
- Create Neighborhood Associations
  - Bridging the Communications Divide by Establishing Neighborhood Associations
  - Recruit Other Neighborhood Residents
  - Recruit Emerging Leaders / Youth Advisory Group

March 2018
- Participate in People-Led Place-Making
  - Unleashing Positive Assets
  - Resident Leaders Organize Actions to Strengthen Assets in Communities
  - Resident Leaders Build collaborations across neighborhoods and with the City

April 2018
- Apply Communications Tools
  - Rezility is a smartphone app that will enable communications throughout the city and across neighborhoods
  - Rezility is a smartphone app that will enable communications throughout the city and across neighborhoods
  - Neighborhood Welcome Signs
  - Neighborhood Meetings
  - Other Tools and Methods:
    - Public Relations
    - Communications Planning & Media
  - Sharing Information about Neighborhood Activities
  - Sharing Information from the Mayor’s office and Government Representatives
Brockton’s Neighborhoods Initiative

• Purpose is to establish new neighborhood associations and strengthen existing groups
• Seek competitive seed funding
• On-going training to support resident leaders
• Serve as communication intermediary between City Hall and residents
• Work together to strengthen their community and increase access to opportunity for ALL residents
• Builds on the strengths and assets of the neighborhood associations
• Assist in creating an image and identity that communicate Brockton’s future direction
Recap: January Resident Leader training

- Twelve RLs trained
- Medicine Wheel
- Co-intelligence
- Learnings from the Journey:
  - The answers are in the group
  - People want their talents & skills to be utilized
  - Results = Resources + Relationships
Resident Leader Training 2: April 18

• Lynn Smith & Bob Hoffman will provide our second resident leader training tomorrow

• Topics to be covered:
  – Planning your first neighborhood association meeting
  – How to get a tax ID and open a bank account
  – Short-term vs long-term projects
  – Best practices for effective meetings
  – Communications and outreach
  – Next steps
Opportunity360

• Brockton’s Neighborhood Associations will help improve access to opportunity for all residents
• When deciding which issues to focus on, consider neighborhood level data
• Opportunity360 is a tool that summarizes census data at the neighborhood level, which can help residents think about focus areas for projects and programs
• You have a 2-pager with instructions and a sample report
• To look up your neighborhood, go here: enterprisecommunity.org/opportunity360/measure
Youth and Placemaking

• We have young people in every neighborhood in Brockton with vision, ideas and energy
• Placemaking, or community arts, is a fun way to get youth and families involved in a neighborhood project
• On April 12, we held a workshop at the Fuller Craft Museum for ten youth leaders on placemaking
• Topics covered:
  – Examples of placemaking
  – Two creative activities
  – How to plan and implement a project
  – How to work with the City & get permission
  – How to communicate with your City Councilor
Placemaking Workshop
How You Can Help

• Local businesses – Sponsor a neighborhood association, or donate in-kind supplies

• Nonprofits – Lend professional expertise (lend-an-exec), share information about your services with neighborhood association leaders to distribute to members

• City staff – Encourage Brockton residents to join their neighborhood association or start one if there isn’t an active group in their neighborhood

• Residents – Join a neighborhood association or start one!

• Youth – Talk to adults about how you can help make your neighborhood a better place, volunteer
A Tool for Neighborhood Data Analysis: Opportunity360

Opportunity360 is a comprehensive approach to understanding and addressing community challenges by identifying pathways to greater opportunities using cross-sector data, community engagement and measurement tools. With this insight, partners in community development will be better positioned to make smart investments and create collaborative solutions that transform communities across the country.

The suite of tools and resources in the platform provides a comprehensive view into a neighborhood and facilitates a strategic, asset-building approach to community development.

From benchmarking a project to designing an evaluation of specific interventions, Opportunity360 can be integrated seamlessly into your process, providing the foundation for: 1) Developing a holistic programmatic and investment strategy to increase opportunity in neighborhoods across the country, 2) Identifying strategic cross-sector partnerships, 3) Determining the impact of a single project or an entire portfolio of work.

To look up your neighborhood, follow these steps:

1. Go to: https://www.enterprisecommunity.org/opportunity360/measure
2. Enter your email address if prompted
3. Scroll down the page until you see a map
4. Enter your address in the search bar and then click the magnifying glass
5. Click the button that says, “Get Enterprise Opportunity Report”
Sample Opportunity Report:

Overview of Census Tract 5115

Housing Stability

2017 Opportunity Index Score: 46

The Housing Stability index score is based on six measures assessing housing affordability and the ability of residents to live in their home as long as they choose.

41% Homeownership
Regional Average: 61%
Annual Average Change in Tract from 2000: 0%

44% Low-Income and Severely Cost-Burdened
Regional Average: 38%
Annual Average Change in Tract from 2000: 5%

4% Crowded or Over-Crowded Units
Regional Average: 2%
Annual Average Change in Tract from 2000: -5%
**Education**

2017 Opportunity Index Score: 11

*The Education index score is based on three measures assessing the level of education achieved by residents.*

- 74% **Adults with a High School Diploma**
  - Regional Average: 91%
  - Annual Average Change in Tract from 2000: 1%

- 13% **Adults with a Bachelor’s Degree or Higher**
  - Regional Average: 45%
  - Annual Average Change in Tract from 2000: -5%

**Health & Well-Being**

2017 Opportunity Index Score: 88

*The Health & Well-Being index score is based on seven measures assessing residents’ health status and ability to access care.*

- 10% **Diabetes Rate**
  - County Average: 10%

- 16% **Adults with Fair or Poor Reported Health**
  - Regional Average: 14%

- 83% **Adults with a Health Care Provider**
  - Regional Average: 90%

**Economic Security**

2017 Opportunity Index Score: 20

*The Economic Security index score is based on four measures assessing residents’ ability to afford a good standard of living.*

- 23% **People in Poverty**
  - Regional Average: 10%
  - Annual Average Change in Tract from 2000: 1%

- 9% **Unemployment Rate**
  - Regional Average: 6%
  - Annual Average Change in Tract from 2000: 3%

- **$44,329 Median Household Income**
  - Regional Average: $77,809
  - Annual Average Change in Tract from 2000: -1%
**Mobility**

2017 Opportunity Index Score: **20**

The Mobility index score is based on five measures assessing residents' ability to access transportation to meet basic needs.²

**Selected Indicators for this Tract**

- **12% Households with No Vehicles**
  - Regional Average: 13%
  - Annual Average Change in Tract from 2000: -2%

- **11% Workers Who Commute Over an Hour**
  - Regional Average: 13%
  - Annual Average Change in Tract from 2000: 4%

- **9% Workers Who Commute Via Public Transit**
  - Regional Average: 13%
  - Annual Average Change in Tract from 2000: -1%

**What Does Opportunity Look Like for People Living in This Community?**

- **Index Legend**
  - State Percentile
  - Region Percentile
  - National Percentile

- **Housing Stability**
  - National Percentile: 41

- **Education**
  - National Percentile: 6

- **Health and Well-Being**
  - National Percentile: 25

- **Economic Security**
  - National Percentile: 14

- **Mobility**
  - National Percentile: 30
1. **Review** of our First Planning Seminar with NRN
   - Medicine Wheel: Buffalo, Eagle, Deer, Bear
   - Co-intelligence
     - Form teams; proactive pro-active listening; dialogue, not demands; allow for silence
     - flexible thinking
   - Structure and Purpose of each meeting
     - on time start and end
     - do it in 90 minutes
     - have a clear purpose and goal

2. **Nuts and Bolts Time** – doing your homework before the first meeting; To be prepared for the first general meeting, your core group/team will **meet and discuss** topics such as:
   - What is a neighborhood? What is a successful neighborhood?
   - What assets can we identify in our neighborhood?
     - schools, parks, churches, businesses, landmarks, history
   - How could they be helpful?
   - Who is our resident leader and core team?
   - How are we going to attract new resident members?
   - Who will be our members? Adults? Students? Businesses?
   - How are we going to build collaborations with the assets we have identified in our neighborhood?

3. **Be prepared** for your first general association meeting by discussing and outlining:
   - What issues, needs, or areas of concern do you think will attract residents to join your association?
   - What has been done in the past to address those concerns or needs?
- what needs could be addressed through short-term projects?
  For example: Keep Brockton Beautiful Day
  Neighborhood Art Project
  Neighborhood Picnic in the park

- what needs could be addressed through long-term projects
  For example: Crime watch
  Neighborhood Signs
  Community Garden
  Barter Program
  (I swap you one hour of yard work for one hour of graphic art design)

Remember, you will have an open listening session and then discussion at your first general meeting, but preparation for that meeting is the key.

4. **Meetings:** keep in mind
   - Where are you going to meet?
   - When and how often?
   - Who will help create the agenda?
   - Who will keep the minutes?
   - Who will be the time-keeper?
   - How will you get the word out about the association, and the meeting?
   - How will you keep track of who attends and how to get in touch with them?

5. **The First Agenda, the First Open and General Meeting** – 90 minutes
   - Let us together talk about and define Who We Are – Introductions
   - Let’s talk about and define our Issues
   - Let’s talk about and define What we Believe In
   - Let’s define What our Goals are
   - Let’s identify and then make sure we use our individual and collective skills
   - Let’s identify a couple of priorities
   - Let’s Plan a Way to introduce this association to the neighborhood
     - Break project ideas down into specific tasks that align with individual skills
- Let’s create a name for our group, and perhaps identify people to serve on a Steering Committee until we decide on a more permanent organizational structure

6. **Let’s get the Word Out** about our Neighborhood Association via........
   - Facebook page
   - Website
   - Flyers
   - Posters

7. Let’s review our **Next Steps**, and set a date for our **Next Meeting**
Getting to Know You

Directions:
Circulate through the room, introduce yourself and interview them and see if they have one of the characteristics below. If so, have them initial and then move on to the next person.

You have 6 minutes to meet and get as many initials as you can for a different characteristic.

Find someone who:

- Has the same birthday as you ____________________
- Enjoys cooking ____________________
- Is not a Patriot or Red Sox fan ____________________
- Was not born in Brockton ____________________
- Plays chess or checkers ____________________
- Has water skied ____________________
- Traveled to five (5) countries outside of United States and Canada ____________________
- Is a grandparent ____________________
- Knows or has met a celebrity ____________________
- Enjoys carpentry ____________________
- Bowled over 250 in one game ____________________
- Drives or has a sports car ____________________
- Has parachuted from a plane ____________________
- Is a technology whiz ____________________
- Enjoys playing tennis ____________________
- Has never been on an airplane ____________________
- Likes opera and classical music ____________________
- Speaks a language other than English ____________________
- Was awarded a varsity letter in High School ____________________
- Never been to a McDonalds ____________________
HOW TO GET A TAX ID AND OPEN A BANK ACCOUNT

This is NOT tax-exempt status – this is ONLY a way to get a tax identification number so that you can open a bank account just in case someone wants to make a donation and is not concerned about your tax exempt status.

A. Documents the bank or credit union will look for

1. The bank will need a minimum of one signor for the account who has two forms of identification – a government-issued photo ID, and a secondary ID like a credit card or social security card.

The bank will NOT require two signatures on an account, or on a check, but the Association should as a check-and-balance. TWO people should review any bills submitted for payment, and TWO people should review and sign any check.

**NOTE**: Most banks do not even look at checks under $5000, so requiring two signors rally protects only the Association internally, and does not provide any added security from the bank.

2. The bank is going to want some sort of documentation of what the association is and who the people associated with it area. In the corporate world, a company would provide a copy of their articles of incorporation. In our association world a similar document, call “Operating Principles”, is usually accepted.

**NOTE**: Smaller banks and credit unions are more flexible in terms of account opening documents. Larger banks tend to be more rigid and may not open an account without formal articles of incorporation. If you have a bank or credit union located in your neighborhood area, you should go to them first and talk with them first to see what documents they might require.

3. Operating principles: Attached to this document is a sample that can be used as a template, and adjusted to reflect your association, your goals, your mission. However, at the minimum you should have on your core team three or four people, designated as President, Vice President, Treasurer and Clerk.

You should set this up with a Steering Committee.
4. The bank will want a **tax identification number** for your association.

B. How to get a Tax ID, or EIN (Employer Identification Number)

Here is the IRS website and step by step instructions:


You will need to choose a legal structure: Choose Other
You will then choose: Community or Volunteer Group
You then enter the first name, last name, and social security number of the responsible party
You then enter a physical location.
You then enter a mailing address if different
You then enter the legal **name of your association**
You then enter the month and year started
You then choose Other. And then enter as the descriptor: Neighborhood Group.
Then choose to get the EIN via an online email; enter the email address.

You will get an EIN in a couple of days. Again this is NOT anything to do with tax exemption, it is just a number that the IRS uses to identify your association.

When you DO apply for tax exempt status, you will use this same number.

So with the Tax ID number, and two people with IDs to sign the paperwork and signature cards, and a signed “Operating Principles” you should be able to open a bank account. Our suggestion is a free checking account with NO ATM Card (avoid risk).
**Neighborhood Association**  
**Operating Principles**

**Article I**

**General Provisions**

**Section 1: Purpose.**

The **Neighborhood Association (XXXNA)** takes its name from ...............  

We believe that everyone deserves to live in a beautiful and vibrant neighborhood. We are an all-volunteer group of citizens who live, work and worship in the area around .......... We honor the diversity of our city and build common bonds through community education, engagement, and the arts.  

**Our vision:** xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx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Article II

Steering Committee

Section 1. Duties. The Steering Committee (hereinafter the “Committee”) shall serve as the governing body of XXX NA. It shall set the strategic vision for the organization, oversee the annual events of XXX NA and will provide financial oversight to the XXX NA including creation and approval of the annual budget.

Section 2. Composition and Term. The Committee shall consist of no less than five (5) and no more than nine (9) individuals. The initial Committee shall consist of those individuals whose names are set forth on Schedule A, attached hereto and made a part hereof. The Committee’s membership shall include
- at least four (4) people who live, work, or worship within a half mile radius of our neighborhood focal point xxxxxxxxxxxx
- at least one (1) representative of the business or nonprofit community

Committee members shall serve for one year and may be elected for additional one year terms.

Section 3. Elections. The Nominating Committee shall present annually a slate of nominees for election to the Steering Committee. Committee Members shall be elected at the Annual Meeting of the Steering Committee.

Section 4. Vacancies. The Steering Committee may fill any vacancy on the Committee at any meeting, and such successor in office shall hold office for the unexpired term of his or her predecessor.

Section 5. Tenure. Committee Members shall hold office until the expiration of their term, and thereafter, until their successors are chosen and qualified.

Section 6. Resignations. Any Committee Member may resign by delivering his or her written resignation to the Chair or Secretary of the Steering Committee.

Section 7. Removal. A Steering Committee Member may be removed from office with or without cause by vote of a majority of the Members then in office.

Section 8. Annual Meeting. The Annual Meeting of the Steering Committee shall take place during January with date, time, and place to be fixed at least thirty days in advance. If the Annual Meeting cannot be held in that time, a special meeting may be held in lieu thereof, and any action taken at such meeting shall have the same effect as if taken at an Annual Meeting. The
Annual Meeting shall be held in Brockton and may be open the public, in accordance with the requirements described in Section 9 of this Article.

Section 9. **Regular Meetings.** Regular Meetings of the Committee may be held at such times and places in Brockton as may be determined from time to time by the Steering Committee, and no notice need be given of regular meetings held at times and places so fixed. Meetings may be open to the public, unless the Steering Committee determines otherwise, and such non-voting attendees may be invited to speak to any issue and to such extent as the Chair may deem appropriate; however, the Committee shall not be bound by any words of such non-voting attendees, unless expressed in a motion by a Steering Committee Member and properly acted upon in accordance with these Operating Principles.

Section 10. **Special Meetings.** Special meetings of the Committee may be called by the Chair or by any three Committee Members, and shall be held at the place designated in the notice or call thereof. Four days’ notice by mail, email, telephone, facsimile, or in person shall be given for a special meeting unless shorter notice is adequate or necessary under the circumstances. A notice need not specify the purpose of any special meeting. Notice of a meeting need not be given to any director if a written waiver of notice, executed by the Committee Member before or after the meeting, is filed with the records of the meeting, or to any Committee Member who attends the meeting without protesting prior thereto or at its commencement the lack of notice.

Section 11. **Quorum.** At any meeting of the Committee, a majority of members then in office shall constitute a quorum for the transaction of business, but a smaller number may adjourn to any other time.

Section 12. **Action.** At any meeting at which a quorum is present, the vote of a majority of those present shall decide any matter unless these Operating Principles, or any applicable law requires a different vote.

Section 13. **Action by Consent.** Any action by the Steering Committee or any sub-committee may be taken without a meeting if a written consent thereto is signed by all the Committee Members or all the members of the applicable sub-committees and filed with the records of the meetings of the Steering Committee. Such consent shall be treated for all purposes as a vote at a meeting.

Section 14. **Meeting by Teleconference.** Committee Members may participate in a Committee Meeting by means of conference telephone or other communications equipment that allows all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

Section 15. **Non-Voting Committee Members.** The Steering Committee may create honorary non-voting classes such as friends, advisors and the like, and may appoint persons to those classes for such terms and on such conditions as the Steering Committee may determine, and may
assign to such persons such responsibilities, duties and privileges as the Committee Members may determine. In such honorary capacity, they shall have no right to notice of, or to vote at, any meeting, shall not be considered for the purpose of establishing a quorum, and shall have no other rights or responsibilities.

**Article III**

**Officers**

Section 1. **Officers.** The officers of the Steering Committee shall consist of a President, a Vice-President, a Treasurer/Secretary. The Committee will also have an Economic Development Director, and organization Crew Chief, a Member/Volunteer Coordinator, and a Municipal Liaison, and such other officers as the Committee may determine.

Section 2. **Election and Vacancies.** The President, Vice-President and Secretary/Treasurer shall be elected annually by the Committee from among its members at the Annual Meeting or the special meeting held in lieu thereof. The Nominating Committee shall present a slate of nominees, and may receive additional nominations from the floor. Other officers may be chosen by the Committee at such meeting or at any other meeting. Any vacancy at any time existing in any office may be filled by the Committee at any meeting, and such successor in office shall hold office for the unexpired term of the Officer’s predecessor.

Section 3. **Tenure.** Except as otherwise provided by law or by these Operating Principles, the President, Vice-President, Secretary/Treasurer shall each hold office until the next Annual Meeting of the Committee, or the special meeting held in lieu thereof, and thereafter until his or her successor is chosen and qualified. Officers shall serve terms of one year, and may be re-elected for no more than three subsequent terms.

Section 4. **Resignation.** Any officer may resign by delivering his written resignation to the President or Secretary/Treasurer of the Steering Committee or to the Board Chair once appointed.

Section 5. **Removal.** The Steering Committee may remove any Officer appointed by the Committee with or without cause by a vote of a majority of the entire number of Steering Committee members then in office.

Section 6. **President.** The President of the Steering Committee shall preside at all meetings of the Committee, except as the Committee Members shall otherwise determine, and shall have such other powers and duties as may be determined by them. It shall be the Chair’s duty and he or she shall have the power to see that all orders and resolutions of the Committee are carried into effect. He or she shall from time to time report to the Committee all matters within his or her knowledge which the interests of the Committee may require to be brought to its notice. The Chair shall perform such duties and have such powers additional to the foregoing as the Committee shall designate.
Section 7. **Vice-President.** In the absence or disability of the President, his or her powers and duties shall be performed by the Vice-chair. The Vice-president shall have such other powers and perform such other duties as the Committee shall from time to time designate. Service in the position of Vice-president is deemed preparatory to service as President, and in accepting the position of Vice-President, an individual agrees to serve as President if so elected at the next election.

Section 8. **Secretary/Treasurer.** The Secretary function includes recording, in books kept for the purpose, all votes and proceedings of the Committee at its meetings. The Secretary shall perform such duties and have such powers additional to the foregoing as the Committee shall designate.

Section 9. **Treasurer.** The Treasurer function includes monitoring the budget of XXX NA and give such reports as the Committee shall require, but in no case shall reports be given less than quarterly.

**Article IV**

**Subcommittees**

Section 1. Subcommittees. The Committee may, by vote of a majority of the number of Committee Members then in office, elect from their number an Executive or other subcommittees and may, by like vote, delegate thereto some or all of their powers except those which by law, by these Operating Principles or by the Foundation, they are prohibited from delegating. Except as the Committee may otherwise determine, any such subcommittee may make rules for the conduct of its business, but unless otherwise provided by the Committee in such rules, its business shall be conducted as nearly as may be in the same manner as is provided by these Operating Principles for the XXX NA Committee. The XXX NA Committee shall have the power to fill vacancies in, change the membership of, or to disband, any such subcommittee. Except as expressly provided otherwise in these Operating Principles, the subcommittees may include individuals who are not members of the Steering Committee. The Steering Committee shall designate the chairs of any and all subcommittees, work groups or other ad hoc groups, and all chairs shall report to the Steering Committee as to the subcommittee’s or work group’s activities as often as the Steering Committee shall require.

Section 2. Programming. The Programming Subcommittee shall oversee, plan, and implement the programs or activities that the Committee may authorize or require.

Section 3. Finance and Development. The Finance and Development Subcommittee shall oversee, plan and implement fundraising activities to support XXX NA including events and grant proposals. It shall prepare the annual budget.

Section 4. Nominating. The Nominating Subcommittee shall seek out and recruit such candidates for the Steering Committee and Officer positions as will best serve XXX NA to
ensure its continued success. After determining that appropriate candidates are willing to serve if elected, the Nominating Subcommittee shall present annually a slate of nominees to the Steering Committee for election at the Annual Meeting or special meeting held in lieu of the Annual Meeting.

Article V

XXXXX Neighborhood Association Partners

Section 1. Partners. XXX NA Partners are those groups, organizations, nonprofit organizations, and businesses that commit to demonstrating regular active participation in XXX NA programs and activities.

Section 2. Responsibilities of Partners. All XXXNA Partners shall:
Participate regularly in XXX NA programs and activities by providing technical and advisory support, asset support and volunteers when needed.

Article VI

Miscellaneous

Section 1. Restriction On Distribution. No part of the assets of XXX NA shall inure to the benefit of members, directors or officers of XXX NA, provided, however that this section shall not preclude XXX NA from making payments in reimbursement for actual, reasonable, and necessary expenses incurred in the course of authorized activities of the XXX NA, subject to such limitations and procedures as the Steering Committee may from time to time impose.

Section 2. Distributions upon Dissolution. Upon dissolution of the XXX NA Committee structure or the failure of the XXX NA Committee to perform its functions hereunder, the distribution of the assets of XXX NA shall be done in a manner consistent with the purposes set forth in Article I of these Operating Principles, the Bylaws of XXX NA, or any donor-designated purpose or restriction, and applicable law.

Article VII

Amendments

These Operating Principles may be altered, amended, or repealed, in whole or in part, by the affirmative vote of two-thirds of the members of the Steering Committee present and voting at any meeting, the notice of which contains a statement of the proposed alteration or amendment.
SCHEDULE A

The Steering Committee (XXX NA Committee)

As stated in Article II, Section 16 above, the XXXNA Committee’s membership shall include

- at least four (4) people who live, work, or worship within a mile radius of xxxxxxxx
- at least one (1) representative of the area business or nonprofit community

Duties and responsibilities of the President, Vice President, Secretary/Treasurer are contained in Sections 6 through 10 of Article III above.

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<th>Position</th>
<th>Name</th>
<th>Address</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>President</td>
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<td>Vice President</td>
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<td>Secretary/Treasurer</td>
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<td>Volunteer Coordinator</td>
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<td>Economic Development Coordinator</td>
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Contact: XXXXXXXXXXXX
Follow us on Facebook
Website is under construction
SMART GOALS TEMPLATE

SMART goals help improve achievement and success. A SMART goal clarifies exactly what is expected and the measures used to determine if the goal is achieved and successfully completed.

A SMART goal is:
Specific: Linked to position summary, departmental goals/mission, and/or overall School of Medicine goals and strategic plans. Answers questions such as Who? What? Where? When? Why? Which?
Measurable: The success toward meeting the goal can be measured. Answers the question—How?
Attainable: Goals are realistic and can be achieved in a specific amount of time and are reasonable. A goal will seem much more attainable if you can break it down into steps. Each step should be one that moves you closer to that goal.
Relevant: The goals are aligned with current tasks and projects and focus in one defined area; include the expected result.
Time framed: Goals have a clearly defined time-frame including a target or deadline date.

Examples:
Broad, not a SMART goal - Clinical activities:
• I will improve the clinical care of my asthma patients.

SMART goal:
• Using NHLBI national asthma guidelines over the next 12 months I will appropriately classify the asthma severity of my patients and initiate treatment. Every 3-6 months I will see patients and using ACT scores I will assess asthma control and adjust therapy.

Broad, not a SMART goal - Teaching activities:
• I will be an excellent teacher.

SMART goal:
• I will attend at least 4 educational faculty development lectures over the next 12 months and regularly use at least one skill learned from each lecture.

Broad, not a SMART goal - Service activities:
• I will provide service for the department and medical school

SMART goal:
• I will join one departmental committee, one School of medicine committee and one national committee whose activities overlap with my specialty in the next 12 months.

Broad, not a SMART goal - Research activities
• I will continue to work on my research career

SMART goal:
• I will publish 2 manuscripts in refereed journals and submit an applications for a K award in the next 12 months

Broad, not a SMART goal - Administrative activities
• I will organize and lead our outpatient clinic activities

SMART goal:
• I will organize and provide administrative support to the outpatient clinic committee, including development and distribution of agendas and minutes at least 2 weeks before and 1 week after each monthly meeting.

Writing an Effective SMART Goal
To set a specific goal, answers questions such as Who is involved? What do I want to accomplish? Where? When? Why – specific reasons, purpose or benefits of accomplishing the goal? Which – identify requirements and constraints.

Other suggestions for writing goal statements:
1. Use clear, specific language.
2. Start your goal statement with TO + a VERB
3. Write your goal statement using SMART Goal Criteria
4. Avoid using negative language. Think positive!

An example of a goal statement:
• To run the mini marathon in May and complete the 10 mile race in under 1 hour to beat my personal best time.
ORAL - WRITTEN COMMUNICATION
A MEASURE OF DIRECTION-FOLLOWING ABILITY

1. Read everything before doing anything.
2. Put your name in the upper right-hand corner of the paper.
3. Circle the word "name" in the second sentence.
4. Draw five small squares in the upper left-hand corner of this paper.
5. Put an X in each square mentioned in number 4.
6. Put a circle around each square.
7. Sign your name under the title of this page.
8. After the title, write "yes, yes, yes."
9. Put a circle around sentence number 7.
10. Put an X in the lower left-hand corner of this page.
11. Draw a triangle around the X you just made.
12. On the back of this page, multiply 70 x 30.
13. Draw a circle around the word "paper" in sentence number 4.
14. Loudly call out your first name when you get to this point in the test.
15. If you think that you have carefully followed directions, call out "I have."
16. On the reverse side of this paper, add 107 and 278.
17. Put a circle around your answer to this problem.
18. Count out in your normal speaking voice from 1 to 10 backwards.
19. Punch 3 small holes in your paper with your pencil point here.
20. If you are the first person to get this far, call out loudly, "I am the leader in following directions."
21. Underline all even numbers on the left side of this page.
22. Now that you have finished reading carefully, do only sentences one and two.
<table>
<thead>
<tr>
<th>Evaluation Process (How will you determine that your goal has been reached? What are your measures?)</th>
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<tr>
<td>Evidence of Success (How will you know that you are making progress? What are your benchmarks?)</td>
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<tr>
<th>Step 4:</th>
<th>Step 3:</th>
<th>Step 2:</th>
<th>Step 1:</th>
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<th>How often?</th>
<th>Who is involved?</th>
<th>Potential Barriers</th>
<th>How?</th>
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<th>Resources Needed (Financial)</th>
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<th>Resources Required</th>
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<th>By Whom?</th>
<th>Responsible for</th>
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<th>What will you do?</th>
<th>What will be done?</th>
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Results/Accomplishments:

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<th>Goal:</th>
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<th>Directions:</th>
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<tr>
<td>To create a &quot;script&quot; for addressing your most important challenges and/or realizing your most important opportunities.</td>
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<tr>
<th>Purpose:</th>
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NATIONAL RESOURCE NETWORK DIRECT ASSISTANCE IMPLEMENTATION PLAN: BROCKTON, MA

Description of Direct Assistance
Between June 1, 2017 and April 30, 2018, the National Resource Network provided technical consulting services to help strengthen the City’s capacity for inclusive community engagement, cultural placemaking, and partnership development. After stakeholder interviews, the Network identified communication as the central theme across all sectors of the Brockton community. To address this need, the Network designed and supported the implementation of an Asset Based Communications Strategy centered around the recruitment and training of a diverse group of resident leaders to establish new neighborhood associations. These associations will play an important part in bridging communications as they lead and implement strategies to strengthen community assets, identify concerns for resolution, as well as seek opportunities that advance positive neighborhood change. The execution of this strategy will be known as Brockton’s Neighborhoods Initiative.

Impact and Implementation Plans
Building on the Network’s development of a communications plan, the City will undertake the following actions to implement Brockton’s Neighborhoods Initiative and monitor the impact of the process on the City.

2018 - 2019
Provide Funding to Neighborhood Associations
- Allocate $17,000 in funding from the Mayor’s budget to support existing and new neighborhood associations.
- Allocate a portion of this funding from the Mayor’s budget to support 1-2 youth-led placemaking projects in partnership with a neighborhood association.
- Investigate revenue sources to provide funding for existing and new neighborhood associations in subsequent years.
- Provide a stipend to a neighborhood ambassador to coordinate and support neighborhood associations.
- Draft and release application guidelines and results-based selection criteria to disburse funding for new and existing neighborhood associations.
- Require recipients of City funding to submit reports on activities and events.
- Collect and evaluate applications, select recipients for funding.

Provide Other Support to Neighborhood Associations
- Develop a recurring orientation workshop for interested resident leaders to review A) The Guide to Establish a Neighborhood Association, and B) Guidelines for application for seed funding, or provide orientation to interested residents as needed.

Improve City Communications
• Develop a comprehensive communications plan with strategies to improve the public perception of safety in Brockton within the City and to neighboring communities; lift up positive stories about Brockton including the establishment and activities of neighborhood associations.
• Link aspects of the Blueprint for Brockton with goals and activities of the neighborhood associations.
• Develop a process for registering neighborhood associations with the City. Where appropriate, provide guidance to new neighborhood associations on how to define geographic boundaries that align with census tract boundaries.
• Post recognized neighborhood associations with contact information to the Brockton City website, include a map of neighborhood association boundaries.
• Explore expanding the functionality of SeeClickFix to improve communication and engagement with the public.
• Participate on a follow-up call with the Network in May 2019 to share progress on these tasks.

2020 - 2021
Provide Funding to Neighborhood Associations
• Continue to provide funding to support new and existing neighborhood associations.
• Investigate revenue sources to provide funding for existing and new neighborhood associations in subsequent years.

Provide Other Support to Neighborhood Associations
• Continue to provide training to resident leaders to strengthen and develop neighborhood associations, such as a workshop on how to file for 501c3 status.
• Provide opportunities for networking and collaboration amongst all the designated neighborhood associations.
• Offer an opportunity for neighborhood association leaders to share accomplishments, and request support if needed from the City.
• Identify and complete other tasks needed to support the development and existence of neighborhood associations in Brockton.

Communication
• Update website with current neighborhood association contact information, update map to add new neighborhood associations or if geographic boundaries change.
• Send fliers, resources and announcements to leaders of neighborhood associations to distribute to their members.
• Incorporate outreach to neighborhood associations into ongoing planning and public engagement efforts.
• Implement expanded functionality of SeeClickFix to improve communication and engagement with the public.
• Establish a recurring public survey to track public perception over time.
• Participate on a follow-up call with the Network in May 2021 to share progress on these tasks.

**Ongoing Project Impact Measurement**

Over a three-year period, May 2018 – May 2021, the City will monitor project impacts as follows:

• Track the number of active, recognized neighborhood associations in Brockton.

• Track the number of projects and events initiated and completed by established neighborhood associations.

• Track usage rates of the expanded functionality on SeeClickFix.

• Track results of online survey to determine if public perception has changed.

Submitted by:

______________________________
Mayor/City Manager
City
Date:
BROCKTON S NEIGHBORHOODS INITIATIVE: AN ASSET-BASED COMMUNICATIONS STRATEGY