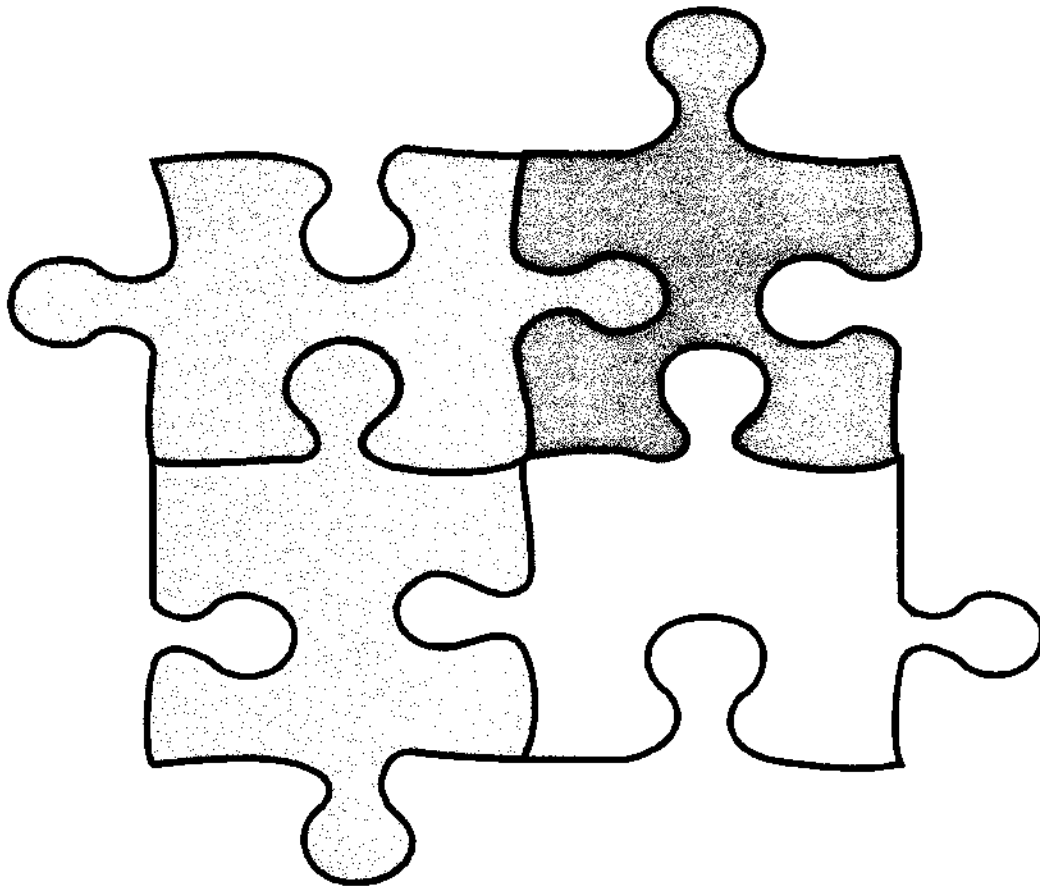


COUNCIL OF NEIGHBORHOOD ASSOCIATIONS



Making the Pieces Fit

Neighborhood Organizational Handbook

2002

CONA ORGANIZATIONAL HANDBOOK

ACKNOWLEDGMENTS

The information found in this handbook comes from several sources. Prominent among the sources are the *Starting Your Neighborhood-Based Organization: A Manual for Neighborhood Development* compiled by the Indianapolis Resource Center and *Bloomington's Guide for Neighborhood Associations* compiled by Housing and Neighborhood Development.

The *Tips for Holding a Successful Meeting* was published by the Community Planning and Development Agency of Denver, Colorado. Some of the tips for associations come from the City of Peoria, Illinois and other bits of information have been obtained through attendance at the Regional Neighborhood Network Conferences.

The printing of this handbook is assisted through the Indiana Family and Social Services Administration, Division of Mental Health under funds from the State Incentive Cooperative Agreement.

The ultimate purpose of this handbook is to serve as a tool for neighborhoods wanting to form an association that will allow them to accomplish things for their neighborhoods that they could not do alone. It does not purport to answer all questions nor will all the information be relevant or needed by all associations. The important elements for neighborhoods to consider are: How do we organize in the first place? How do we stay viable? How do we continue to find leadership? How do we make good things happen?

Hopefully, these pages will give some answers or at least hints and will be usable and used for years to come rendering Bloomington and Monroe County an even greater community because of its great neighborhoods.

Compiled by
Nancy Lumbley
Program Manager
2002

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Council of Neighborhood Associations
P.O. Box 252
Bloomington, IN 47402-0252
cona@bloomington.in.us
<http://www.conaonline.org>

TO BEGIN OR NOT TO BEGIN?



What is the number one reason people decide to begin a neighborhood association? Probably someone in the neighborhood believes that his or her property values are being threatened by a rumored plan that may be a development that contains components seen as "not compatible with the neighborhood." Or perhaps the quietness and tranquility is being affected by the changes happening in the community. Most neighborhood associations come about because of a felt need to gather forces to "fight" whatever is threatening.

To say this is not a worthwhile reason for beginning a neighborhood association is wrong but to say also there are many reasons for a neighborhood association is correct. What are the various reasons we could cite?

- **Protection of one's property values**
This purpose is a very broad one and causes the neighborhood and its resident to be constantly alert to actions, plans, and projections that may come from various factors in the community. True, individuals can offer complaints and concerns, but no one person can speak legitimately for an entire neighborhood. An organized neighborhood association presents a UNIFIED voice when addressing concerns of any kind.
- **Become acquainted with the people you live with everyday**
Many people do not know their neighbors. When you know your neighbor, communication about anything becomes much easier. Knowing the children in your neighborhood allows better relationships for both the adults and the children
- **Establish a network of people you can count on**
Neighborhood associations make it possible for residents to develop a real caring relationship for people within their neighborhood. Everyone feels more secure knowing the people close by are people they can depend upon.
- **Celebrate special occasions together**
Neighborhood associations and neighborhoods are just natural places for celebrations to occur, block parties, picnics, neighborhood parades, ice cream socials, -- the possibilities are unlimited.
- **Work on safety issues for the neighborhood**
Residents of neighborhoods can be great helpers to the police departments. No one knows your neighborhood quite like the residents. Neighborhoods working with enforcement agencies through a NEIGHBORHOOD WATCH program can establish a more secure feeling as they help to monitor the neighborhood.

- **Make the neighborhood an even better place to live**
People, thinking and working together, can come up with some terrific ideas of projects that will enhance the neighborhood. One person alone can sometimes do it but if the work is divided, more people can enjoy the work and its outcome!!!
- **Help decide what your neighborhood will look like in the future**
Change is inevitable or at least it seems to be. Neighbors, working together, can envision a plan of what their neighborhood could and could not accommodate in the future. Rather than waiting until something undesirable appears on the scene, neighborhoods can be proactive and say "this is what we want our neighborhood to be."
- **Present the strongest possible voice**
Neighborhood associations present stronger voices than one resident alone. We all understand the impact of numbers. It is simply better for an entire neighborhood to be speaking for or against an issue than a single individual. Strengthen the voice of your neighborhood.
- **Networking opportunities**
A neighborhood association learns from other neighborhood associations how to deal with the economic and political actions that could effect its future. Networking is important for neighborhood associations because it saves time if someone else can "show you the ropes".

Ultimately, joining the Council of Neighborhood Associations allows your neighborhood to become a part of the larger neighborhood --- Bloomington, Indiana and Monroe County. It is this larger neighborhood which is also our concern. Above all, neighborhood associations allow neighborhoods to be pro-active rather than reactive to issues they see as harmful. Pro-active is much more positive and rewarding as neighborhoods work to solve situations rather than simply oppose them when seen as threatening.

There is no limit to what neighborhood associations may take on as projects so long as they do not violate local ordinances and state and federal laws. Once the association is in place, ideas of projects surface that neighbors are willing to work on together. There is no doubting the fact, however, that a successful neighborhood association takes careful planning, thought and commitment.

Remember, the organization that you form must be uniquely your own and must reflect the needs, experience and talents of your members.

How do we know that we need a neighborhood association?

- Form a core group and ask the right questions

As we said before, most neighborhood associations do begin in response to issues but the coming together does not have to wait until it is at a "them vs. us" status. Most neighborhoods have issues and concerns that need to be addressed without waiting for a crisis moment. Meet with a few neighbors and ask yourselves a few of these basic questions:

- Why do you think you should organize?
- Are there issues that must be addressed?
- Is there support for these issues?
- How do you want to improve your neighborhood?
- How can an organized group of neighbors be more effective at change?
- What type of potential leadership is there within your neighborhood?
- What type of resources does your group/neighborhood have?

You may want to have on hand a map of your area, phone books to identify potential members, a list of neighborhood residents, and writing materials to keep track of notes. You would probably want to include someone who knows the institutions that exist in your neighborhood (if any). These would include businesses, churches, schools, banks, employers.

In expanding this core group, you might want to include in this discussion group active neighborhood residents from other associations and even representatives from other groups who might suggest possibilities of action. However, you would want to generate some of your own neighborhood ideas first to avoid being influenced by others' problems.

Have a casual meeting of this core group. Meet in a comfortable place with an agenda that speaks to both temporary organization and issues to pursue. This may be the third preparation meeting BEFORE the meeting of the entire neighborhood. The following points could be addressed:

1. Have each person discuss his or her idea of the problems and needs facing your neighborhood.
2. Determine boundaries for your neighborhood. You may want to find out the boundaries for other neighborhood organizations in your area.
3. Choose a temporary facilitator/chairperson and a temporary secretary/record keeper
4. Agree on a few key issues to pursue. In choosing issues to tackle, take into account as many views as possible and try not to exclude any suggestions. You must also consider your group's resources and how each issue will affect your group. The issues you decide to pursue should meet most of the following requirement:
 - Result in real improvement in people's lives
 - Give people a sense of their own power
 - Be worthwhile
 - Be winnable
 - Be widely felt in the neighborhood
 - Be deeply felt in the neighborhood
 - Be easy to understand
 - Have a clear decision-maker that you can target for action

- Be non-divisive
 - Build leadership
 - Set your organization for your next project
 - Have a pocketbook angle
 - Raise money
 - Be consistent with your values and visions.
5. Decide on a spokesperson for each issue (usually an individual who feels committed and strongly about the issue.)
 6. Decide on a working title for your group. Consider your issues, boundaries, and community when brainstorming for an idea.

You may want to plan at least two meetings where the temporary chairpersons work with the group to further develop the neighborhood's ideas. Discuss how to approach each issue in the most effective and efficient manner. These first planning meetings will help to focus the group's direction.

All too often, a group will start out with a large meeting that has no direction, no chairperson, and no agenda other than the discussion of one issue. The resulting confusion from such a meeting can be frustrating to the initiators, alienate potential members and waste a lot of energy. Once your group has direction and issues that you would like to address, you are ready for your first group meeting.

NOW ----- a little summary -----

HOW DO WE BEGIN TO ORGANIZE A NEIGHBORHOOD ASSOCIATION?



- Talk to some neighborhood folks
- Talk with neighbors on your block and neighbors on other blocks in the area you want to organize

- Identify a core group to brainstorm issues and concerns
- Involve other persons into your discussions that may help focus the future organization
- Discuss these issues/concerns and talk about possible actions; it may take a couple of sessions
- Set up an organizational meeting

WHAT DO I DO FOR and at THAT MEETING?

1. Arrange for the meeting. Find a large meeting room. A church basement is perfect if you have a church within your boundaries.
 - a. Create an environment of unity and closeness so try to make sure the space does not overwhelm the numbers there. A crowded room seems more supportive.
 - b. Set up the chairs so neighbors have to look at one another - it invites conversation!
 - c. Post a map of the neighborhood area and indicate points of concern if those have been identified.
2. Schedule the first meeting in the early evening or Saturday morning. After a survey is done, try to follow the results from the responses regarding meeting time
3. Make sure you have representatives from other blocks than your own at this first large meeting
4. Promote the meeting. Prepare a colorful flyer that states the time, place, date, and purpose of the meeting. The core group should circulate them or figure out the method of distribution
 - a. School in your neighborhood - ask about sending flyers home with the children.
 - b. Churches in the neighborhood - ask about inclusion in the bulletin or announced from the pulpit.
5. Have people sign in as they enter the meeting giving name, address, phone number, maybe email address. This will provide you with a contact list and will allow follow up.
6. Have your temporary chairperson (from your core group) conduct the meeting and your temporary secretary needs to keep very complete minutes of this first meeting.
7. Set an agenda and a time limit on this first meeting
 - a. Hand out and follow a prepared agenda and give everyone a chance to speak who wants to do so.
 - b. If you happen to have several issues, take an informal vote to prioritize them.
 - c. Your agenda may look something like this:
 - (1) Introduction of core group

- (2) Discussion of issues/concerns/group projects
- (3) Discussion of officer/job description
- (4) Discussion of committee structure
- (5) Announcement of next meeting

8. Invite a person from HAND and/or CONA who work with neighborhoods

If you have not determined temporary boundaries, you need to do so. (Do you have someone who could map the area?)

9. Adjourn the meeting; have a cup of coffee and chat !!!!

Information from the Neighborhood

You need information from the entire neighborhood so choose a day to meet to canvass the neighborhood. Talk about questions for a survey for your neighborhood - you may want to appoint a committee to do this --assign someone to prepare this survey and make copies.

WHAT DO WE PUT ON THAT SURVEY?

- Data questions like, name, address, phone number, email
- How long have you lived in the neighborhood?
- Would you like to have an association?
- Would you be willing to help organize and implement?
- What are two things you really like about the neighborhood?
- What two things would you change?

Later— a group meets to pick up surveys and begin the canvassing

Have families canvass together; avoid sending one person alone - NO FUN!

Still later - a small group reviews and compiles information from your survey; review the survey data with original group.

IS THERE A MAGIC NUMBER FOR BEGINNING AN ASSOCIATION?

You may not start with a large number of potential members. But continue to include everyone in your notices, etc. People will join you as they see something happening!

As your association is taking shape, make sure you use the services of HAND, a department in the city government and CONA, a nonprofit organization that is comprised of neighborhood associations who choose to join the coalition of neighborhood groups.



MAKE SURE YOU ARE COVERING YOUR NEIGHBORHOOD WITH ANNOUNCEMENTS ABOUT MEETINGS, ACTIVITIES, PROPOSED PLANS, ETC. YOU DO NOT WANT A "BACKLASH" GROUP TO EMERGE BECAUSE THEY WEREN'T INVITED TO BE A PART OF THE NEIGHBORHOOD PLANS!!

□

REGULAR MEETINGS

- Now the first meeting is over and the decision is made. You are now a neighborhood association and you are moving ahead with plans. Regular meetings need to be a part of that plan. Groups often times meet their demise over poor meetings. Every meeting needs to be carefully planned and organized so that they enhance, not detract from the mission of your group. With just a little thought and preparation, you can make sure your regular membership meetings can be productive. Neighborhood associations are often told, do not have a meeting if one is not necessary BUT you should have plans and visions that make that monthly meeting a necessity. What do you need to consider? The following points are a guide:
 - Why are you having the meeting?
Perhaps the whole group does not have to meet to make minor decisions. They should be made by an executive committee or a core group (block captains?).
 - How often should you meet?
The most successful associations find that meeting once a month keeps the juices going. It is also important to keep meeting dates on a regular basis (i.e., first Monday of the month) and at a regular time (i.e., 7:00 p.m.)
 - Where can we meet on a monthly basis?
It is important to keep this the same also. You want it in a safe, accessible, centrally-located, public (if possible) place. Make sure the size of the room is appropriate to the turnout you expect. It is always better to have a room that is "jammed packed" than one people feel lost in.
 - Should I be concerned about seating arrangements?
Just as at your first meeting, you worked to create seating situations conducive to talking and sharing, you still want to do this. Consider a semi-circle for the chairs so all can be seen and heard more easily. Tables can form barriers to open communication. Do not use one unless necessary. If, however, everyone can fit around one large table, then a table would be appropriate.
Remember such things as: room entrance to the rear so late-comers feel more comfortable slipping in; older people may need a microphone to be used or at least make sure they are sitting where hearing will not be difficult for them; handouts should be clearly stated so all can understand; any maps should be large enough that all at the meeting can see them.
 - Should we plan the agenda ahead of time?
The agenda should be known well in advance. It should be posted and copies prepared for attendees. Some associations even send this out with the meeting announcement. An agenda usually includes:
 - Welcome and introductions
 - Approval of minutes of previous meetings
 - Committee reports
 - Old business (things that have been discussed before)
 - New business/projects (anything that has never been discussed before)

- o Announcements
- o Adjournment

You, of course, would want to list the specific items to be discussed under each item. Many residents will find it helpful if the purpose of each item is described (i.e., Neighborhood Enhancement project - Purpose: Develop a committee to explore possibilities to report next month).

Cover easy decisions first so that the group has a sense of unity and accomplishment before going on to an issue where you know differences exist.

- Should we have a set time frame?
Yes. And it is important to stay with that limit. If this means setting time limits on discussion, do so. Appoint a timekeeper to make sure the limits are followed.
- Who should run the meeting?
The chairperson (president) must facilitate and control discussion. This does not mean that he/she introduces every topic.
- Can we have meeting rules determined at each meeting rather than just following Robert's Rules of Order?
Yes. Rules can be established at the beginning of the meeting establishing what is believed necessary (comments limited to 3 minutes; cannot speak again until everyone wanting to speak has spoken; stand to speak; do not shout, etc.) The important thing is to keep meetings democratic and orderly.
- Is it really important to keep minutes?
Yes. If the secretary is absent, someone else needs to be appointed to keep notes.
- What if we do not have a specific topic to discuss for our regular meeting?
Now is a good time for the core group of the executive committee to do some brainstorming about new ideas. It is also a good time to bring in a speaker on an informative topic. Ask someone from a governmental department to come and share information about his/her department.
- Should we just discuss an issue endlessly?
No. Ask the group to make a commitment within a certain timeframe.
- What if that is not possible?
Assign the issue to a committee and ask them to bring a recommendation to the next meeting.
- How can we involve more people into the meeting preparations?
Do not let one or two people of the executive committee do all the work. Assign a greeter, a timekeeper, a facilities person, refreshment person, sign-in sheet person, etc. Asking people to bring items to the meeting or to help make arrangements helps to ensure their attendance.

- Is it really necessary to remind people?
Unfortunately, yes. Phone calls, postcards, flyers are all possibilities to use.
- What do we do after the meeting to make the possibilities of the next meeting more positive?
Follow up! Call regular members who missed that meeting; thank those who came and made the meeting a success; call new people who attended and thank them for coming. BEFORE the next meeting, officers need to make sure that assigned tasks delegated at the meeting are being accomplished.

SEE a more detailed discussion in TIPS TO A SUCCESSFUL MEETING.

HAND NEIGHBORHOOD REGISTRATION

In the city, neighborhood associations need to register with the City of Bloomington through the Housing and Neighborhood Development Department. The association must be registered to qualify for any grants that HAND makes available to neighborhoods. Information about your neighborhood, the officers of your association, its by-laws, and other basic information must be submitted when registering. Make sure you are registered. (Contact provinev@city.bloomington.in.us)

HAND gives the following grants: Neighborhood Cleanups; Neighborhood Enhancement; and Small & Simple Grants. Each of these grants has specific guidelines and timelines. Information about them may be accessed through the CONA website (<http://www.conaonline.org>) or by contacting the HAND department (hand@city.bloomington.in.us).

CONA Affiliation

It is the hope of CONA that every neighborhood in Monroe County would elect to be a part of this organization dedicated to working for the betterment of all neighborhoods. The Council of Neighborhood Associations is open to neighborhood associations in the City of Bloomington and throughout Monroe County.

Why join CONA? CONA offers an even larger voice as neighborhoods come together to support one another and collaboratively seek solutions to concerns.

How Does My Neighborhood Association Join CONA? CONA's Board of Directors is composed of representatives from the member associations. An application form is required where basic information is given about the association's organization and current officers. There is an annual association membership fee. Contact CONA (333-6377 or cona@bloomington.in.us) for the current amount.

A membership application may be completed and mailed to CONA, Box 252, Bloomington, IN 47402 or sent to the CONA email address cona@bloomington.in.us. One is included along with this handbook. An example follows so you may see the type of information needed.

=====

EXAMPLE
CONA MEMBERSHIP APPLICATION

1. Name of association _____

2. Briefly describe the perimeters of your neighbor

Renewal member _____ New member _____

Meeting schedule: _____

3. Do you have a newsletter? _____ Yes _____ No (If YES, put CONA on the mailing list!) If NO, did you know you can have the printing done at City Hall? _____ Yes _____ No

4. Does your association have by-laws? _____ Yes _____ No
If YES, please send CONA a copy. If NO, would you like assistance in establishing them? _____ Yes _____ No

5. Officers:

President _____ Address _____

Phone _____ email _____

Vice President _____ Address _____

Phone _____ email _____

Secretary _____ Address _____

Phone _____ email _____

Treasurer _____ Address _____

Phone _____ email _____

CONA representative (can be an officer) _____

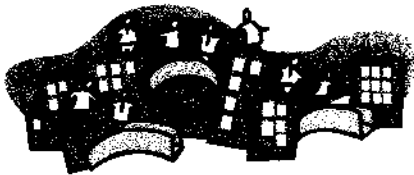
(CONA meets every 3rd Wednesday, McCloskey Room, 7:00 p.m.)

[] If mailing application) Enclosed is a check for \$30.00 made payable to the Council of Neighborhood Associations. This amount covers dues for 2002. If applying electronically, you may pay at CONA meeting.

[] I have some questions and would appreciate a call from CONA.
Thank you for your response to this application.

When you join CONA, you must also submit your association by-laws, clear boundaries of your neighborhood and a list of all members of your association. All names received will be put on our mailing list for our quarterly newsletter.

SO WHAT CAN CONA DO FOR YOUR ASSOCIATION?



Mission: Neighborhood Associations working together to create healthy, secure neighborhoods, provide organizational support, and serve as a unified voice for all neighborhood concerns.

CONA's slogan:

BUILDING COMMUNITY - NEIGHBORHOOD BY NEIGHBORHOOD

- **MEMBERSHIP** in CONA can provide a forum for exchange of information through monthly meetings, newsletters, a website (www.conaonline.org), email contact (cona@bloomington.in.us).
- CONA can link to web pages established by individual neighborhood associations. CONA can help find assistance in establishing one.
- CONA can help in the identification of other possible resources through contact with the Regional Neighborhood Network (member cities: Bowling Green, KY; Columbus, OH; Decatur, IL; Fort Wayne, IN; Lexington, KY; Louisville, KY; Peoria, IL; Springfield, OH; Cincinnati, OH; Dayton, OH; Evansville, IN; Indianapolis, IN; Lima, OH; Muncie, IN; Richmond, IN; Toledo, OH) Bloomington, IN.
- CONA can serve as the fiscal agent for a neighborhood association needing donations but lacking tax exempt status.
- CONA can provide member associations use of our "bulk mail" permit for newsletters, etc. if number of pieces is 200 or more (cost would be approximately \$.0115 per piece)
- CONA can provide assistance in beginning new associations and provide mentors for the process if desired
- CONA works for neighborhoods through advocating for positions important to neighborhood stability

- CONA's mission and work plan are determined by the member associations so CONA can "be" almost anything you want it to be.

COMMUNICATION Links

Communication is very important to the success of any organization. CONA tries to keep in touch with neighborhood people in several different ways. First of all, we do publish a Newsletter every quarter (January, April, July, October). This newsletter is mailed to all neighborhood leaders, members of neighborhood associations submitting names and addresses, governmental officials, and financial supporters. It is also placed in the Monroe Public Library and other public places designated by the Executive Committee.

We also have an email address (cona@bloomington.in.us) which serves as a major source of delivering timely news and notifications. The program manager sends out notices of issues needing possible thought before the next official meeting. We also maintain a phone line (333-6377).

CONA has a website (<http://www.conaonline.org>) that is quite extensive and contains all kinds of information. An outline of the website follows so that you may see the variety of topics covered.

WEBSITE OUTLINE

I. About CONA

- A. History
 - B. Who We Are
 - C. What We Do
 - D. Mission Statement
 - E. Strategic Plan/Goals
 - F. Advocacy
 - G. Training & Education
 - H. Promoting Public Image
 - I. Membership Development
 - J. Operations and Finance
 - K. Executive Committee
 - L. Lending Library
- D. through J. is CONA's Strategic Plan Update

II. Get Involved

- A. How To Begin A Neighborhood Association
- B. How To Join CONA
 - 1. CONA Membership Application
- C. CONA Committees
 - 1. Off Campus Issues
 - 2. Finance
 - 3. Planning
 - 4. Advocacy
- D. Workshops/Activities/Grants Of Interest
 - 1. Community Wildlife Habitat Information

- 2. Small and Simple Grants
- 3. Neighborhood Match Information
- 4. Neighborhood Improvement Grants
 - a. 2003 Neighborhood Improvement Grant Schedule
 - b. Blooming Neighborhoods
- 5. Citizens' Academy
- 6. City Commissions & Boards
- E. Programs/Projects
 - 1. Neighborhood Watch
 - 2. Neighborhood Walk
 - 3. Neighborhood Clean-Ups
 - 4. Neighborhood Grants
- F. Conflict Resolution/Mediation
- G. Disaster Resistant Neighborhoods
 - 1. Checklist for Neighborhoods

 - 2. Checklist for Residents
 - a. Red Cross Lifeline System -- Info for NA

III. News

- A. Meeting Synopses And Current Issues
 - 1. Off Campus Issues
 - 2. Finance
 - 3. Planning
- B. Calendar/Agenda
 - 1. CONA
 - 2. City Council
 - 3. Community Calendar
- C. Council Of Neighborhood Assocations Newsletter
 - 1. Winter
 - a. page 2
 - b. page 3
 - c. page 4
 - 2. Fall
 - a. page 2
 - b. page 3
 - c. page 4
 - 3. Spring
 - a. page 2
 - b. page 3
 - c. page 4
 - 4. Summer
 - a. page 2
 - b. page 3
 - c. page 4
- D. Blooming Neighborhood Awards
- E. Growth Policies Plan Update Meetings

IV. Neighborhoods

- A. CONA Information and Service Numbers**
 - 1. Getting Involved
 - 2. WHO TO CONTACT
 - 3. City Departments/Purposes/Related Citizen Board
 - 4. City of Bloomington Common Council
 - 5. Elected County Officials
 - 6. Monroe County Departments
 - 7. City Ordinances Affecting Quality of Life in Neighborhoods
- B. In The News**
- C. Off Campus Housing Bulletins**
- D. CONA member Neighborhood Associations**
- E. Link to Neighborhood USA**

V. Community Resources

- A. City Of Bloomington**
- B. Monroe County Community School**
- C. Richland-Bean Blossom School Corporation**
- D. Monroe County Public Library**
- E. State Of Indiana**
 - 1. Legislation - Bill Information
 - 2. Contact Your Legislator
- F. League of Women Voters Bloomington/Monroe County**

VI. Supporters

- A. CONA friends**
- B. Contributors**

VII. Contact Us

©2002 Council of Neighborhood Associations
P.O. Box 252 Bloomington, IN 47402-0252
info@conaonline.org

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Notes relating to Website:

In the Neighborhood Section, member neighborhood associations that form their own websites are linked to CONA's if they request it and submit their website address.

All newsletters are placed on the website so if someone is not on the mailing list, he/she may still read its contents.

Grants that are provided by HAND are also always discussed on the website as well as being linked to the City of Bloomington website.

If you can think of some additional use of the website, please let CONA know.

BY-LAWS

Does a neighborhood association really need by-laws? Yes, it does. By-laws establish a plan for organization and ongoing implementation of the organization's goals and objectives. It serves as a stabilizer and a guide when associations change leadership or start to venture from the aims and purposes of the association. After they are established, it is up to the association and its leadership to abide by them.

The following areas may need to be covered in your by-laws depending upon the organizational structure you want and need:

Article 1 -- Name of the organization

1. Clearly stated along with boundaries

Article 2 - Purpose of the organization

1. State specific/primary focus of the group
-- whom you will serve

Article 3 -- Membership, voting and dues

2. Define membership
-- residence and dues requirement
3. Define voting members
-- who can vote
-- what they can vote on (officers, changes to by-laws, funds distribution, dues increase. etc.)

Article 4 -- Regular membership meetings

1. When will regular meetings be held
2. When will officers be elected
3. When will treasurer report on financial matters
4. Where will group meet
5. When can special meetings be called
 - who will be invited
 - who can call the special meeting
6. How will meetings be publicized
 - Timing of notification (i.e., 10 days before the meeting)
 - Type of notification (i.e., flyer in mailbox, telephone call, printed in newsletter)
 - What will the notice include
 - Who will be notified (all residents, only paid members, etc.)
7. How will actions/decisions be publicized to members
8. Quorum - How many people will it take for an action to pass (% of voting members)

9. Voting

- how many votes does each member get
- what constitutes a majority
- can proxy votes be acceptable

Article 5 - Board of Directors

1. Define powers of the Board
2. Define number of directors
3. Define how the board will be elected
 - Where will nominations come from
 - Who is qualified to be a nominee
4. Define terms of office (how long will directors serve, will there be staggered terms or will a new board be elected each election)
5. Resignation (how does a board member give notice)
6. Vacancies (what happens when a board member resigns)
7. Suspension or removal (how can a board member be removed)
8. Compensation (will board be compensated or reimbursed for expenses)

Article 6 - Board Meetings

1. Who will run board meetings
2. When will the board meet and how will board/membership be notified of meetings
3. What constitutes a quorum of the board
4. How many votes does a director have, what is a majority
5. Can the Board take action without meeting

Article 7 - Officers

1. List offices to be filled
2. How will officers be selected and how long will they serve
3. Define responsibilities of president/chief officer
4. Define responsibilities of vice president/second in command
5. Define responsibilities of treasurer/fiscal manager
6. Define responsibilities of secretary/recorder
7. List what officers serve on the executive committee of the board

Article 8 - Committees

List committees (permanent/standing); who can serve on committees; how are committees formed/appointed; what are the powers of committees; when will committees meet

Article 9 - Records and Reports

1. What records will be kept permanently and who will keep them
 - Constitution
 - By-laws and by-laws amendments
 - Resolutions and actions of the Board
 - Minutes
 - Communication to members
 - Financial Records
 - Names and addresses of officers
 - Annual report
2. How will membership files be kept

- Article 10 - Fiscal Year - when does fiscal year begin and end
- Article 11 - Contracts, Checks, Deposits, Funds
 - 1. Execution of contracts - who can sign them
 - 2. Checks - who can write them - how are they approved
 - 3. Deposits - when and where will they be deposited - by whom
- Article 12 - Changes to By-laws
 - 1. When will they be reviewed
 - 2. Who can change them
 - 3. How will changes be communicated

An example of Neighborhood Association By-laws follows. It is possible to have a simpler form for your by-laws but you want them to cover any possible components needed for organizational purposes.

An important part of having by-laws is to remember to live by them and review them periodically to make sure they are still answering your needs. By-laws can and should be amended as the group grows and/or changes in other ways.

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EXAMPLE of Neighborhood Association BY-LAWS

Article I - Name

The name of the organization shall be _____ Neighborhood Association (herein referred to as the Association).

Article 11 - Membership, Voting and Dues

A. **Membership.** Membership in the Association shall include all adults who reside in the City of Bloomington, Indiana, within the boundaries of the area (herein referred to as the Area) stated as follows:

- North Boundary:
- South Boundary:
- West Boundary:
- East Boundary:

B. **Voting.** Any duly qualified member shall have the right to one vote per agenda item at regular meetings or any special meeting of the Association.

C. **Dues.** The Association shall have the right to assess annual dues for the support of the Association. Dues shall be voluntary and assessed at \$10.00 per household. Voluntary supplemental contributions shall be welcomed and accepted.

Article III - Purpose

The purpose of the _____ Neighborhood Association shall be:

- A. To promote the general welfare of residents of the Area.
- B. To maintain and improve the dignity and integrity of the Area.

- C. To preserve the residential quality of the Area.
- D. To encourage homeowners to maintain and improve their real estate in the Area.
- E. To promote orderly and compatible land use in the Area.
- F. To work together concerning problems or issues of concern common to the Association.
- G. To provide a voice for the residents of the neighborhood.

Article IV - Policy

The Association shall be non-profit, non-commercial and non-partisan. The raising and expenditure of funds shall be permissible only if such funds are used for the maintenance of the Association and for the benefit of the membership.

Article V - Meetings

- A. Regular meetings of the Association shall be yearly and as needed.
- B. Notice to members shall be conveyed at least two days in advance of a meeting by written notice via door-to-door flyers, telephone, or electronic mail.
- C. A special meeting may be called upon petition by five members.
- D. Those members present shall constitute a quorum at all general meetings and meetings of the Executive Committee.
- E. Any member of the Association has a right to attend any meeting of the Executive Committee or of any committee as an observer.

Article VI - Officers and Executive Committee

- A. The officers of the Association shall be the president, vice president, secretary, and treasurer, and shall be members.
- B. The officers of the Association shall constitute the Executive Committee

Article VII. - Election of Officers

- A. The officers shall be elected as needed by a majority vote of members present at a public meeting, and shall take office immediately upon conclusion of said meeting.
- B. The Executive Committee shall present a slate of nominees for officers; nominations may also be made from the floor.

Article VIII -Duties of Officers

- A. The President:
 - 1. Shall preside at all meetings of the Association and the Executive Committee.
 - 2. Shall be chief executive officer and have general management of and responsibility for the affairs of the Association.
 - 3. Shall be an ex-officio member of all committees.
 - 4. Shall perform other duties that may be assigned by the Association.
- B. The Vice President:

1. Shall, in the absence of the President, perform the duties and exercise the powers of the President.

C. The Secretary:

1. Shall attend all meetings of the Association.
2. Shall record all votes, attendance, and minutes of all proceedings, and maintain a file.
3. Shall give, or cause to be given, all notices.
4. Shall perform other duties as may be prescribed by, and under the supervision of the President.

D. The Treasurer:

1. Shall have custody of the Association funds and shall keep full and accurate records.
2. Shall deposit all receipts in the name of and to the credit of the Association, in such depositories as may be designated by the Association.
3. Shall disburse the funds of the Association as authorized by the Association or Executive Committee, as authority is delegated.
4. Shall render to the President and the Association, whenever required and at each regular meeting, an accounting of all transactions, and of the financial condition of the Association.

E. The Executive Committee:

1. Shall exercise all the powers given it by the Association and By-Laws.
2. Shall act on all matters rising in the intervals between meetings and shall report such action at the next meeting of the Association.
3. Shall coordinate the carrying out of the objectives of the members and shall administer the objectives of the Association.
4. Shall recommend and submit new policies and changes in By-Laws for approval by the membership
5. Shall meet on call of the President.
6. Shall determine date, time, and place for meetings of the Association.

Article IX - Committees

Committees shall be appointed by the Executive Committee on an as-needed basis to work on special projects. Members may volunteer to be on a committee.

Article X - Amendments

By-Laws may be amended at a meeting called for that purpose. All amendments must be approved by a majority of members present at such meeting.

These By-Laws were approved by the Association on the ____ day of 20__.

Resource Files

One of the primary reasons for neighborhood associations is to make the communication with governmental entities easier for all. This means that neighborhood association leaders and members should become knowledgeable about how government works or more importantly, know how to find out what you need to know or where you need to go to get help with a problem. So, you need to consider the resources of your community that can help you achieve goals and projects you may have. Every neighborhood association is different in its needs but the following information about city government indicates the types of concerns each department is responsible for.

Consider inviting some of these departments and/or officials to neighborhood association meetings so that you can establish good working relationships with them.

Departments are listed here with their areas of concern.

CITY GOVERNMENT

If you do not know who to contact in the city, try the

- **Ombudsman Office** 349-3589

Neighborhood Improvement

Housing Rehabilitation programs

Believed Over-occupancy of a residence

Emergency Home Repair program

Housing counseling services

Upkeep of property

Enforcement of appropriate local ordinances

- **HOUSING AND NEIGHBORHOOD DEVELOPMENT** 349-3420

Volunteering for local organizations

Child and adult care

- **COMMUNITY AND FAMILY RESOURCES** 349-3430

Recreational events, activities, and parks

- **DEPARTMENT OF PARKS AND RECREATION** 349-3700

Adopting a pet

Stray animals, missing pets, road kill, unwanted animal visitors (raccoons, possums, etc.)

- **ANIMAL SHELTER/CONTROL** 349-3492

Curbside Pickup of leaves

Potholes

Street repair

Snow removal

Street sweeping

Obstructions on city streets

- **STREET DEPARTMENT** 349-3448

Parking Permits, Regulations and Zones

- **PARKING ENFORCEMENT DEPARTMENT** 349-3436

Nuisances (noises)

Neighborhood Watch

Suspicious activities in the neighborhood

- **POLICE DEPARTMENT** 349-4477 *Hours: 8:00 a.m. – 10:00 p.m.*

Trash, recycling, yard waste pickup

SANITATION DEPT. /PUBLIC WORKS 349-3410

Large item curbside pickup

Bicycle and pedestrian pathways

- **PUBLIC WORKS** 349-3410

Concern about utility bill

Problems with sewer or water service

- **UTILITIES** 349-3930

Burning leaves within the city

- **FIRE DEPARTMENT** 332-9763

Slowing down traffic in the neighborhood

Installing or repairing signs and traffic lights

- **ENGINEERING DEPARTMENT** 349-3417

City of Bloomington zoning issues

Growth Policies Plan Update

- **PLANNING DEPARTMENT** 349-3423

Bus Schedules, routes and fares

- **BLOOMINGTON TRANSIT** 336-7433

Community recreational facilities

Youth activities

Kid City Summer Program

Community centers

Park maintenance and upkeep

Activities for senior citizens

Community parks activities and programs

- **PARKS AND RECREATION** 349-3700

Inquire about door-to-door salesmen in the neighborhood

- **OFFICE OF CONTROLLER** 349-3412

Apply for a board or commission

**See openings available*

- **OFFICE OF THE CITY CLERK** 349-3408

Email: *moorer@city.bloomington.in.us

All departments' office hours: 8:00 a.m – 5:00 p.m. unless otherwise noted.

**CITY DEPARTMENTS: STATEMENT OF PURPOSE and
RELATED CITIZEN BOARD/COMMISSION**

One of the best ways to learn about government is to get involved in some way. There are many citizens' boards and commissions within city government (and county also). In the information below, you will find the citizen board associated with each department.

1. ANIMAL CONTROL P: 349-3492

The department's principal activities include sheltering stray and missing animals, maintaining the pet adoptions program and enforcing pet control ordinances.

ANIMAL CONTROL COMMISSION

2. BLOOMINGTON TRANSIT P: 336-7433 F: 332-3660 Web address: bloomingtontransit.com

The Bloomington Public Transportation Corporation (BTPC) is a municipal corporation that provides timely and efficient public transportation within the City's limits.

3. CAFR P: 349-3430 F: 349-3483

Email: community.family.resources@city.bloomington.in.us

The Community and Family Resources Department exists to identify the social service needs in the community and to help the community develop solutions addressing those needs.

CAFR runs a number of social service programs and offers consultation and training to the social services community.

COMMISSION ON THE STATUS OF WOMEN

COMMUNITY AND FAMILY RESOURCES COMMISSION

DR. MARTIN LUTHER KING JR. COMMISSION

COMMISSION FOR COMMUNITY ACCESSIBILITY

4. ENGINEERING DEPARTMENT P: 349-3417

The engineering department strives to provide sound engineering guidance to various city departments concerning planning, design, construction and maintenance of private and public works projects involving buildings, roads, and storm drainage to ensure adherence with appropriate standards and guidelines.

5. FIRE DEPARTMENT P: 332-9763 F: 332-9764

Email: fire@city.bloomington.in.us

The department provides state of the art emergency services The City of Bloomington Fire Department necessary for the safety and well being of the community.

FOR ALL EMERGENCIES: CALL 911

BOARD OF PUBLIC SAFETY

6. H.A.N.D. P: 349-3401 F: 349-3582

Email: hand@city.bloomington.in.us

The Housing and Neighborhood Development Department (HAND) is responsible for the local administration of the Community Block Grant and HOME Programs from the Department of Housing and Urban Development and the issuance of permits for all residential units within the Bloomington Corporate Limits. They also conduct a yearly Neighborhood Grant Program through which your neighborhood can receive funds for improvement projects. Your neighborhood can submit a grant application. Contact HAND for the due date of applications.

The Housing Division is instrumental in rehabilitation of affordable housing through programs which preserve and increase the amount of housing within the community.

The Neighborhood Division inspects Rental properties for compliance with the Property Maintenance Code, a locally adopted ordinance that sets the standards of safety and habitability of residential rental properties. The division also enforces Indiana's Unsafe Building Law and all local ordinances concerning zoning, trash and those that are not administered by the police, fire, or animal control departments.

REDEVELOPMENT COMMISSION

HOUSING QUALITY APPEALS

HOUSING TRUST FUND BOARD

CITIZENS' ADVISORY COMMITTEE

HISTORIC PRESERVATION COMMISSION (also Planning related)

7. PARKING ENFORCEMENT P: 349-3436 F: 349-3572

Email: parking@city.bloomington.in.us

This division provides safe and accessible parking facilities for the downtown areas and for neighborhood parking zones. The Division educates the public concerning parking policies and regulations and ensures supervision of elementary school crossings.

(UNDER PUBLIC WORKS)

8. PARKS AND RECREATION P: 349-3700 F: 348-3705

Email: parks@city.bloomington.in.us

This department provides essential services, facilities, and programs necessary for the positive development and well being of the community through the provision of parks, greenways, trails and recreational facilities.

BOARD OF PARKS AND RECREATION

9. PLANNING DEPARTMENT P: 349-3423 F: 349-3535

Email: planning@city.bloomington.in.us

The Planning Department's mission is to enhance Bloomington's quality of life and economic vitality through sound comprehensive planning. In order to provide a continually improving environment in which to work, learn, and play, the department's staff administers programs for environmental protection, transportation, long range planning, development review, and zoning enforcement.

PLAN COMMISSION

ENVIRONMENTAL COMMISSION

BOARD OF ZONING APPEALS

PLAT COMMISSION

10. POLICE DEPARTMENT P: 349-4477 F: 349-3353

Email: police@city.bloomington.in.us

The Bloomington Police Department is a full-service police agency. The department responds to all 911 calls within its jurisdiction. They also respond to noise complaints and

other non-emergency situations such as noise violations. They participate and help organize the Neighborhood Watch Program.

PUBLIC SAFETY BOARD

10. **PUBLIC WORKS DEPARTMENT** P: 349-3410 Email: public.works@city.bloomington.in.us

This department manages and directs the policies, programs, and activities of several city departments and commissions. Among them are: Parking Enforcement, Sanitation, Animal Control, Street, and Fleet Maintenance. This is the department responsible for the weekly curbside refuse collection and bimonthly recycling for residents within the City's limits.

THE BOARD OF PUBLIC WORKS is the citizen board charged with its oversight and day-to-day operations. Other boards in this area of responsibility: TRAFFIC COMMISSION, ARTS COMMISSION, TELECOMMUNICATION COUNCIL, and BICYCLE AND PEDESTRIAN SAFETY COMMISSION.

11. **STREET DEPARTMENT** P: 349-3448

This department maintains the City's streets, alleys, and drainage systems. The department's specific functions include street resurfacing, the repair and construction of sidewalks and curbs, snow removal, street cleaning, and leaf collection.

UNDER PUBLIC WORKS

12. **UTILITIES DEPARTMENT** P: 349-3930 F: 349-3683

Email: utilities@city.bloomington.in.us

This department is responsible for the production of safe drinking water and the collection and treatment of sanitary sewage.

UTILITIES SERVICE BOARD oversees the Utilities Department and coordinates with City policies.

What if I am unsure of whom to call, want to make an inquiry about city government or am not satisfied with a previous contact with city government?

- Contact the Ombudsman 349-3589
ombudsman@city.bloomington.in.us or
- CONA 333-6377 or cona@bloomington.in.us

Elected Officials: Mayor

The City of Bloomington has a mayor as the head of the executive branch of our city government. He/she is elected for a four year term by all the voters in Bloomington. Neighborhood leaders should be acquainted with this individual.

CITY OF BLOOMINGTON COMMON COUNCIL

- The Common Council is composed of nine members who are elected by the voters of the City to represent them for a four-year term. Six of the members represent designated districts and three members serve the City at-large. Council members

representing districts I - VI must reside in and are elected by the voters in that district. At-Large members are elected by the entire city.

- As the legislative body of the city, the Council is responsible for passing ordinances, resolutions, orders, and motions for the governing of the city. It also is charged with the control of the City's property and finances, and the appropriation of money. These actions are taken at public meetings that are generally held on the first and third Wednesdays at 7:30 p.m., City Hall.

YOU SHOULD KNOW WHO YOUR COUNCIL REPRESENTATIVE IS AND HE/SHE SHOULD BE YOUR FIRST CONTACT WHEN NEEDED. INVITE HIM/HER TO AN ASSOCIATION MEETING AND GET ACQUAINTED! OTHER COUNCIL MEMBERS SHOULD ALSO BE KNOWN TO THE ASSOCIATION.

Information about current council members is found on the City's website.

Additional information about city government, city departments, and elected officials can be located on the City's website <http://www.city.bloomington.in.us>.

Your County officials are also a valuable resource.

ELECTED COUNTY OFFICIALS

A brief overview of the duties and functions of the offices within county government follows.

ASSESSOR *Advises and instructs township assessors and reviews returns filed by them; appraises estates for inheritance tax; oversees reassessment of property; President of the Board of Review.
(Courthouse Room 109) 349-2502, fax: 349-2329.*

AUDITOR *Fiscal officer of the county; prepares tax duplicates; distributes tax funds after collections; Secretary of the Board of Commissioners and of the County Council.
(Courthouse Room 209) 349-2510; fax: 349-2280.*

BOARD of COMMISSIONERS

*Three members, elected by the entire county but each commissioner must live in a specific district. The Board of Commissioners governs the county; controls all county property; supervises the maintenance and construction of roads and bridges; exercises the county's power of eminent domain; approves all salaries and claims; recommends taxes for the erection, repair and equipping of jails.
(Courthouse Room 322) 349-2550; fax: 349-2959.*

CLERK OF THE CIRCUIT COURT

Keeps court records; collects all child support, fines, fees and judgments as ordered by the courts; records wills; issues marriage licenses; performs civil marriage ceremonies; receives

*filing of candidates for public office.
(Justice Building Room 201) 349-2600; fax: 349-2610.*

CORONER

*Holds inquests and conducts investigations in cases of death by violence or accident.
(Justice Building) 333-0438, fax: 333-2898.*

COUNTY COUNCIL

*The Council consists of seven members; four from separate districts, three at-large. Those representing districts must reside in those districts and are elected by the voters in that district. At-large members are elected by the entire county. The Council appropriates all funds for county use; adopts county budget; fixes county tax rate; has exclusive power to borrow money for the county
(Courthouse Room 209) 349-2517; fax: 349-2280.*

JUDGES OF THE CIRCUIT COURT

*The judges have jurisdiction in all civil and criminal actions including juvenile and probate matters.
(Justice Building) 349-2615 court services; fax: 349-2791.*

PROSECUTING ATTORNEY

*This office represents the State of Indiana and prosecutes violators of state statutes in criminal cases.
(Justice Building 211) 349-2670*

RECORDER

*This office preserves and records all public records within the county, including deeds, mortgages, liens, leases, articles of incorporation, military discharges.
(Courthouse 122) 349-2520.*

SHERIFF

*Keeps peace in the county; maintains and supervises county jail; executes court orders; appoints deputies; serves all civil and criminal papers.
(Justice Building) 349-2534; fax: 349-2567.*

SURVEYOR

*Surveys and records all section corners in the county; supervises all civil engineering work in the county; has charge of ditch construction; member of the Plan Commission and the Drainage Board.
(Health Building) 349-2570; fax: 349-2079*

TREASURER

*This office collects keeps and disburses public monies; collects local and state property taxes; sends annual tax statement to each taxpayer; invests public funds.
(Courthouse Room 204) 349-2530; fax: 349-2079.*

MONROE COUNTY DEPARTMENTS

Building Department

Courthouse Room 310 Phone: 349-2580 Fax: 349-2967

The department issues building and project permits for the entire county (except for the corporate limits of Ellettsville). This includes all the new construction, remodeling and additions of residential and commercial structures per the Indiana Building Code. The department also maintains records of construction countywide.

County Recorder

Courthouse Room 122 Phone: 349-2520

This department records deeds, mortgages, assignments, releases, power of attorney, real estate concerns, annexations, trustee elections, affidavits, final decrees, surveys, federal tax liens, mechanical liens, military discharges, articles of incorporation, cemetery deeds, bonds, plats, condominiums, firms doing business under assumed names, delinquent sewer liens, and miscellaneous instruments. It also supplies copies of any instrument and certifies to those recorded upon request.

County Planning

Courthouse Room 306 Phone: 349-2560

Email: planning@co.monroe.in.us

This office provides both current and long range planning services to the general public. The department coordinates the review of subdivisions, zoning change requests, site plans, and variances. All such requests are submitted to the Planning Department for review and distribution.

County Engineering

Courthouse Room 323 Phone: 349-2555 Fax: 349-2959

Email: engineeringbwilliams@co.monroe.in.us

The responsibilities of the Engineering Department include infrastructure design, traffic signals and signs, pavement markings, major capital improvements, driveway and utility permits and all drainage.

County Assessor

Courthouse Room 104 Phone: 349-2502 Fax: 349-2898

The Assessor's Office maintains records of property ownership and sales information. It is the responsibility of this office to assess your property according to its characteristics. Property taxes are paid in the Treasurer's Office on the second floor of the Courthouse by May 10 and November 10. GIS (<http://in53.b-l-n.com>) is a database of land records for property in Monroe County.

Monroe County Youth Services

515 S. Adams St. Phone: 349-2506

Since 1972, Youth Services Bureau of Monroe County has provided services in an effort to strengthen families that divert youth from the juvenile justice system. They also foster positive youth development. The following programs are offered by Youth Services: The

YSB Program, Residential Services, Juvenile Diversion Activities and Youth Outreach, Prevention & Crisis Management, and Family Preservation.

Health Department

Phone: 349-2542 Fax: 339-6481

The health Officer is an MD and appointed by the Board of Health. Nursing Services are provided on a contractual basis by the Public Health Nursing Association (PHNA) at 333 E. Miller Dr. Call 336-4492 for further information.

Health Department Services:

**Birth and death certificates (born or deceased in Monroe County)*

- *Genealogy research*
- *On-site sewage disposal permits*
- *Soil analysis*
- *Installer registration*
- *Septic backfill checks*
- *Real estate inspection*
- *Sewage complaints*
- *License and inspect restaurants and markets*
- *License and inspect temporary food booths at carnivals, fairs, festivals, etc.*
- *Instruct food service personnel in food service certification program*
- *Plan review and construction checks on new food service facilities*
- *Inspection of school food service facilities*
- *Smoking cessation classes*
- *Alcohol and drug education*
- *STD and AIDS education*
- *Blood draws for AIDS testing*
- *Inspection of public swimming pools, beaches, and spas*
- *Inspection of public campgrounds*
- *Inspection of rental housing (outside the city)*
- *Animal and vector control*
- *PCB Consent Decree*

County Highway Maintenance

2800 S. Kirby Road Phone: 825-5355 Fax: 825-5358

Superintendent:: fremont@bluemarble.net

Monroe County Highway Maintenance is responsible for the maintenance of all county roads and drainage systems. The department's specific functions include street resurfacing, snow removal, fleet maintenance of all county-owned vehicles, street sweeping, dust and vegetation control, chip and sealing, grading gravel roads, and sign maintenance.

TIPS FOR YOUR ASSOCIATION



TEN THINGS YOU NEED TO HAVE A SUCCESSFUL NEIGHBORHOOD ASSOCIATION

1. Residents who support your association
A neighborhood association, like any other organization, requires individuals who are willing to work at making the organization successful. You want everyone in your neighborhood to be a part of your association. This is a large goal but the more the neighbors, the stronger the voice AND the more ideas that will be generated for possible projects and plans.
2. Informative programs at your meeting
Use your neighborhood meetings to convey information to your neighbors - do not let your meetings become "gripe" sessions. This is not a productive use of time and does not solve problems or help reach decisions. Invite people to your meeting who could "shed some light" on the issues under discussion. If the issues are controversial, make sure you have both sides of the story to help you consider your responses. Even if your association is not going to change its collective mind, it is good to see and hear the other side of the issue.
3. Residents who will take leadership roles
*Neighborhood associations need leadership in order to be effective. This is what stymies many neighborhood associations. Who is going to be THE leader? Some associations have solved this problem by having executive committees that share the leadership responsibilities. This is an excellent solution. It allows for leadership to continue even if someone of the group becomes too committed or too busy for a short period of time. The work of the association goes on.
Other associations like the traditional officers which is fine. The important thing is to select what works for your group and keeps it moving. Make sure you are including NEW people in the leadership roles also. "Burnout" is another big factor in the curtailment of neighborhood associations.*
4. A city government that has designated staff to help you communicate with government
*This is the perfect situation for neighborhood associations. The City of Bloomington does provide assistance to neighborhoods through the Housing and Neighborhood Development Department (HAND). Not only does it help neighborhoods communicate with government, it also makes available grant possibilities for city neighborhoods.
CONA is countywide but at the present time, there is no special funding that is available to county neighborhoods. CONA will assist neighborhood associations to communicate with county government when the need arises.*

5. Other neighborhood associations in your area that work with your association on special projects or programs that benefit everyone
Bloomington is slowly building its neighborhood bases through the Council of Neighborhood Associations. One of the goals of this group is to facilitate neighborhood groups working together on projects for the mutual benefit of the community.

6. Businesses that support the association in more ways than monetary donations
The support of the business community is something that CONA and neighborhood associations need to work on together. Neighborhoods can help businesses as businesses can help neighborhoods. In some of our neighborhoods lucky enough to have some small businesses, communication is happening between the two factions as they try to identify the ways they may work together. Some of our neighborhood associations have received monetary support for specific activities such as a newsletter.

7. Have a good working relationship with enforcement agencies in local and state government
Our local law enforcement agencies are very willing to work with neighborhood associations. They are eager to help neighborhoods formulate neighborhood safety plans often termed as Neighborhood Watch. CONA has available grant funds to help neighborhoods provide signage proclaiming it to be a NEIGHBORHOOD WATCH area and will also pay for the printing of brochures explaining the plan.

8. Send representatives to the regional neighborhood network conferences or other educational opportunities. These programs revitalize leaders.
The City of Bloomington is now a member of the Regional Network of Neighborhood Councils (RNNC). This organization holds yearly meetings in the various member cities. The 2002 Conference is in Fort Wayne, Indiana. It is the hope of CONA that we can have many representatives from Bloomington, Monroe County neighborhoods.

9. Have a vision or plan; this will help direct activities and priorities
Any organization needs to have a vision or a plan to guide it in its work. Without this, neighborhood associations falter. We need something to look forward to; something that we are working to attain. Do we not work this way as individuals? No one wants to go to a meeting just to go to a meeting so have a vision out there. Neighborhoods wanting to do a visioning plan, contact CONA (cona@bloomington.in.us).

10. Always remember that an association is not one individual or a board of directors; it can only be successful if everyone is invited to be involved.
Do not exclude anyone from your neighborhood group. You want your voice to include as many as possible. Consider inviting students as well as other renters that may be in your neighborhood. If you can include them in your numbers, you may find many things more effective. Maybe you want to even include landlords?? They are a force in your neighborhood. Can they be a positive force?

ON THE OPPOSITE END OF THE SPECTRUM:

Ten things Guaranteed to Destroy a Neighborhood Association



1. Have private closed meetings

Not only do you want to include as many people as possible, you want to make sure that everyone knows when the meetings are going to take place. You cannot just alert the residents who will vote the way you plan to vote. It would be simpler to exclude the known opposing opinions, wouldn't it? BUT that is not the democratic way nor is it the way to have an association that works for solutions that work for everyone. Compromise is many times the name of the game.

2. Allocate funds without the approval of the residents

Some neighborhood associations do have funds; others do not. Usually funds come from a membership fee. Many associations have a nominal volunteer fee because they do not want people excluded because "they cannot afford it." Others have a set fee per household. People are generally more committed to something they have invested money in, no matter how small. If you do not charge a membership fee, you might consider it. Having some money available may increase possibilities of activities. The thing to remember is if you have funds, you should have a by-laws regulation that says how that money can be disbursed.

3. Show political prejudice at association meetings

Neighborhood associations are concerned with neighborhood issues and should not be construed as political entities in any way. The diversity of political opinions and the diversity of people, according to gender, age, ethnic group, religious background, etc. should all be represented in the neighborhood association if it is represented in the neighborhood.

4. Use the phrase "we have always done it this way" often.

Change is good although some people are more comfortable with the "same ole" but secure ways of doing things. What a way to discourage new thoughts and new ideas from emerging in the neighborhood!! Neighborhoods need those fresh visions to stay invigorated; do not discourage them.

5. Be selective about who you turn in for city violations; do not turn in board members or friends

If this is an issue in your neighborhood, dividing lines can appear very quickly! All violators of city ordinances must be reported. Neighborhood associations can ill afford to play the "pick and choose" game. Make sure everyone understands this as a necessity to the neighborhood working together in a trust situation.

6. Enforce restriction covenants on some of the residents, but not all

For those neighborhoods still living under a covenant, the information above is relevant. The selective game cannot be part of a successful neighborhood association.

7. Tell anyone with a new idea that "we tried that years ago and it did not work"

We have to remember that times change and just because something did not work years ago does not mean it will not work now. Why didn't it work years ago? Have those factors changed? Investigate a little deeper before an idea is rejected on these weak unsubstantiated grounds

8. Do not invite or encourage renters to participate in association meetings and social events

To include or not include renters - that is the question. Explore the possibilities from both sides. Are they not a part of the neighborhood? Could they not add to the possibilities of projects and plans for the neighborhoods? What is the downside to including renters? - the supposition that they be there only a short time? Sometimes renters may be there longer than people who own their homes! You want your association to be able to do its best for the neighborhood so consider all sides before making excluding decisions.

9. Do not distribute a newsletter. If residents want to know what is going on, they should come to a meeting.

A newsletter is such an informative and unifying tool. It is a way to help neighbors know each other before they actually do! It does not have to be a journalistic masterpiece - just serve to impart information. In the City of Bloomington, a neighborhood association can take its newsletters to the City Council office and have it copied free of charge. Many neighborhoods then have a distribution system - perhaps the young people of the neighborhood or block captains. If you want to mail it, you have funds, and you have a mailing list of at least 200, CONA has a "bulk permit" that you could utilize.

10. Do not have a vision or a plan!

*No one likes to go to a meeting where nothing is happening or going to happen. Make sure your neighborhood association has a "reason for being". What are you trying to accomplish as a neighborhood association and what are the 2 or 3 things that you want to get done this month, quarter, year, in pursuit of that goal? This plan is necessary to keep the group moving ahead. The vision for the quarter might be - we are all going to know our neighbors better. What kinds of activities could be initiated from that? -- A newsletter with bio information about new neighbors? -
- A photo display at a neighborhood business of new people in the neighborhood? -
A neighborhood directory? -- A picnic or pitch-in for the whole neighborhood or several by the block? Many activities could come from just one goal.*

TIPS FOR REVITALIZING YOUR NEIGHBORHOOD

But maybe useful to know for new neighborhoods!!

1. **START SMALL** - Begin with a small project that will show immediate success in a short time. Clean up one neglected lot or one trashy alley. Small successes become the foundation for bigger ones.
2. **WAIT AND SEE** - Resist the temptation to jump right into a good idea you may have heard about. Investigate all the angles. Talk to other neighborhoods that have attempted the same project. When possible, keep financial overhead to a minimum by accessing grant and foundation support to purchase equipment. *(In other words, explore funding options and talk with CONA about possibilities.)*
3. **THE RIGHT TOOL FOR THE JOB** - Spend the extra money for commercial equipment rather than "making do" with domestic equipment. You may buy three domestic mowers for the one "expensive" commercial mower you should have bought. Besides that, you'll curse a lot less. *(Our neighborhood associations do not generally get into big financial projects but good advice to keep in mind.)*
4. **MAKE FRIENDS IN THE RIGHT PLACES** - Get to know your neighborhood planner, director of code enforcement chief of police or captain for your neighborhood, and community development directors in your area. Invite them to your association meetings. Feed them. Do not be afraid to call government offices to identify absentee landlords and owners of vacant property or to identify city-owned property. You need to learn early on who is responsible for what. *(CONA will help you identify and connect with appropriate departments and agencies.)*
5. **CREATE POSITIVE PRESS** - Court the newspapers whenever you are doing something good in your neighborhood, especially if you have been known for drug dealers, murders and/or prostitution. When you have a clean-up, carnival or street restoration, contact television stations; request that the newspaper send a photographer. *(This advice comes from a larger metropolitan area, but the advice is sound. The media needs to know what goes on in neighborhoods. Contact CONA for advice in this area.)*
6. **BE WILLING TO BE THE "BAD PERSON"** - A former boss where I work told me more than 20 years ago that when you are responsible for others, you have to be willing to take some hard knocks and criticism. Residents will not like you when you report their abandoned vehicles, call the board of health on their filthy living conditions, or call the animal shelter on a dog running loose in the neighborhood. Being a neighborhood activist is not a popularity contest. *(You get the idea! Be impartial! A violation is a violation! But hopefully, you can talk to that neighbor first! Or contact CONA for other possible approaches.)*

7. **MEET RESIDENTS AT THEIR LEVEL-** If residents do not want to walk the streets to report suspicious criminal activity, let them be "window peepers." Give mentally limited residents opportunities to feel needed and useful. *(Law enforcement will tell you that residents are their best resources! Consider "eyes and ears" for your neighbor through a Neighborhood Watch program.)*
8. **KEEP YOUR SENSE OF HUMOR -** You will encounter situations that will make you cry or scream if you let them. Instead, find the humor in the incident. One drug dealer told a neighbor he was planning to move out because there were too many police up and down his alley. Fortunately, he was busted by the feds before he got the opportunity. *(Always good advice!)*

These tips come from: Lin Wilson, Greater
McMillen Park, Lexington, KY Oct. 2, 1998

Tips for Holding a Successful Meeting

published by Community Planning and Development Agency
200 W 14th Avenue • Denver, Colorado 80204 • 720-865-2915.

Your association may be "informal" enough that you do not want a lot of rules, etc.; but, remember, it may grow to the point that you need more "control". Having procedural rules helps. (Editor's note)

Why are meeting planning and parliamentary procedure important?

Anyone who has worked with a committee or a legislative body of any kind will recognize that there is a natural tendency for the members to get off the subject and start talking about things other than the item of business at hand. Planning your meetings and using a system of running the meeting such as parliamentary procedure are ways to keep your meetings organized and productive. Parliamentary procedure provides a set of commonly recognized rules and procedures to govern how a meeting is conducted. Without rules, meetings tend to become nothing more than many voices drowning each other out.

While our Constitution is based on the ideal of allowing everybody to be heard, it is also based on the ideal of making decisions in an orderly manner. As stated by O. Garfield James in 1971, "A democratic government is based on the principle of majority rule. Majority rule requires that the minority abide by the will of the majority. And the willingness of the minority to abide by the will of the majority is, in turn, based upon the willingness of the majority to permit the minority to 'have their say' before final action is taken.

Parliamentary procedure has two primary purposes:

First, it is used to determine and execute the will of an assembly. Second, it saves time by providing an orderly and expeditious manner of conducting business.

Fundamental rules for running productive meetings require that groups and members:

1. Adopt rules of procedure for their meetings. All members must agree to abide by these rules.
2. Elect a chairperson and secretary. These people must sacrifice their private opinions on subjects under discussion and concentrate on keeping the meeting running smoothly. The chairperson should serve as the unbiased controller of the flow of the meeting. The secretary should keep accurate and detailed notation of the meeting.
3. Have specific reasons for meeting. Don't hold meetings if there is no reason to. If you have no new business, old business, or something important to discuss, cancel the meeting. Don't hold a meeting just because you have a "regularly scheduled meeting."
4. To the best of the group's ability, have the agenda distributed beforehand. If people want to speak or make motions, encourage them to give you a "head's up" before the meeting, so that your secretary can schedule the time on the agenda and the membership is able to thoughtfully prepare to discuss the item.
5. Discuss only one item at a time.
6. Members speak first on motions that they make and have the right to speak last before a vote is taken.
7. Members may speak only once on a motion until all others have had the chance to speak once.
8. Everyone agrees to treat one another with courtesy and respect.
9. Everyone agrees to accept the rule of the majority.
10. Everyone agrees to respect the rights and opinions of the minority.
11. All members have equal rights in the assembly.

Duties of the Chairperson

The chairperson, or Chair, is the "traffic cop" of the meeting. This person keeps the meeting moving and sees that all of the rules are followed. Members must seek, and obtain, the Chair's approval or recognition before speaking. The Chair should tactfully, but firmly, rule any member "Out of Order" and require that the member keep quiet, if the member is interfering with the flow of business or breaking one of the agreed rules. This can generally be done by reminding the member that other members who have not yet had the opportunity to speak have precedence. Or, the Chair can indicate that the member's statements are not relevant to the proposition currently before the assembly. This is actually one of the Chair's most important jobs; members may get lost in amendments and other motions and need to be brought back to the discussion at hand. It is up to the Chair to sort all of this out and keep the assembly on the point. With these ideas in the forefront, it is easy to see why the Chair refrains from being an active member of the discussion. This is important, if the Chair has even the appearance of partisanship on an issue; she/he loses much of the ability to control those who are on the "opposite" side of an issue. However, the Chair is entitled to vote on issues, in fact, the Chair, is generally required to vote last to break any ties. The general duties of the Chair are:

- . The presiding officer
- . Opens and closes the session
- . Manages discussion of business
- . Manages voting and announces results
- . Maintains order, following of agenda, rules of organization
- . Facilitates and moderates debate
- . Answers or decides questions of order
- . Authenticate by signature all official acts of the assembly

- . Appoints committees
- . Votes to break ties
- . Remains neutral on issues before the assembly

Duties of the Secretary

The Secretary keeps the official record of all meetings of the assembly or its committees. This person also maintains the official roll of the assembly, including mailing and phone lists. The Secretary is also an unbiased position. With all of the Secretary's duties, it is generally impossible for the person to thoughtfully and objectively weigh the pros and cons of the issues at hand. The Secretary keeps track of all motions, amendments, and votes. These are then entered into the minutes. The minutes then become the official record of a meeting. The general duties of the secretary:

- . Takes and reports minutes
- . Records a list of all members
- . Maintains lists of members present, absent, and guests
- . Manages communications with the organization, members, and outside groups
- . Maintains and distributes the agenda of the membership be present (a quorum) before business can be discussed. If a quorum is required but not present, the Chair must adjourn the meeting now.

Order of the Meeting

1. Call to order
2. Roll Call

If quorum is not present, official meeting cannot proceed.

3. Approval of Minutes

- . Minutes of the last meeting must be disbursed by the Secretary prior to the start of the current meeting.
- . Chair asks if there are corrections to minutes of last meeting.
- . If members have corrections, they must be recognized by the Chair prior to stating them.
- . Corrections are published in the next set of minutes.
- . Chair approves the minutes as written, or approves them as corrected.

4. Executive Reports

- . Generally done by members of the Executive Committee, which includes all elected officers.

5. Committee Reports

- . Presented by the Chairs of appointed committees.
- . Committee reports should NOT end with motions or recommendations, these are done later.
- . Reports are included in the minutes.

6. Unfinished Business

- . Called for by the Chair
- . Answered by the Secretary. Proposed and tabled motions are considered unfinished and must be dealt with before new business. Motions may be tabled again or voted on.

7. New Business

- . The "heart" of the meeting
- . This is where members introduce motions
- . Members raise their hands or stand and wait to be recognized by the Chair
- . No one interrupts, or the Chair will rule them "out of order"

. Motions must be "moved" and "seconded" before discussion can begin

8. Announcements

. This is where members make announcements

9. Adjournment

. Must be a motion, the motion must be seconded

. The Chair may ask for motions to adjourn

. Members may make this motion at any time

. If moved and seconded, it must be voted on

A few words on Motions

A motion is a proposal that the group take some sort of action. You present a motion during the "New Business" portion of the meeting. You present the motion by raising your hand or by standing. You **MUST** wait for the chairperson to recognize you.

When you present a motion, you get to speak first on the subject; you say, "I move that..." and explain your proposal. Someone must agree with you before debate or discussion can begin. This agreement is done by "Seconding" your motion. If there is no second, there can be no discussion. Once your motion is seconded, other members can discuss your motion and ask you questions about it. The person who seconds your motion doesn't have to agree with it, it just means that they believe that the motion should be discussed.

You cannot make a new motion while a motion is being discussed. Assemblies handle one item at a time. This keeps things from getting confused. However, a motion can be amended or changed.

If you are planning on introducing a motion during the meeting, you should write the motion down and give it to the Chairman when you make the motion. This allows the Chairman to have some idea of the motion so that it can be brought to the assembly in the manner in which you mean it. Sometimes motions get confused if they are raised in a "spur of the moment." It is always best to get yourself organized before making a motion. Generally, a person can only speak twice to any motion. You may speak once on a motion, then you must wait until everyone else who wants to speak has been heard, then you may speak again. After your second time speaking, you can't speak again. This prevents "beating a dead horse." People know what you wanted to say, you said it, we all move on.

When there is no more discussion on a motion, it must be called to a vote. The chairman generally does this. "Is there any further discussion? If not, all those in favor of (state the motion) say aye."

Depending on your rules, most motions require a 2/3 majority to pass. Some groups set the limit at a simple majority, which means that one more than half of the voters must agree. Examples: if there are 20 voting members, a 2/3 majority requires 14 votes to pass, while a simple majority requires 11 votes to pass. Once a motion is voted on, that is generally the end of the matter. The group has spoken and made their will known. They are now free to move on to the next matter.

Adjournment

All meetings must end. The only way to end it is to adjourn the meeting. This can be done by a motion, which is voted on, or done by setting a time for adjournment at the beginning of the meeting.

Neighborhood Communication System

The neighborhood association must develop a plan to keep everyone in the neighborhood aware of activities, meetings, and current concerns. Organizations need to use all media for best results. At the same time, this system must be affordable. The following are all good forms of communication:

- **FLYERS** --- any activity, goal, etc. can be announced on a flyer. Use colorful paper and lettering that you can read from a distance of 10 feet. Post these flyers in schools, churches, beauty shops - anywhere you think your people will be. Of course, distribute them in the neighborhood.
- **Newspaper and radio announcement** - let them know events, meetings, things going on in your neighborhood:
 - Herald Times** (www.hoosiertimes.com, htnews@heraldt.com, P.O. Box 909, Bloomington, IN 47402, Phone 812-331-4369, FAX 812-331-4285)
 - Indiana Daily Student** (www.idsnews.com, ids@indiana.edu, 120 Ernie Pyle Hall, Bloomington, IN 47405, Phone 812-855-0763, FAX: 812-855-8009)
 - WTTS/WGCL** (www.wttwfm.com, wttts.wttts-fm.com, 400 One City Centre, Bloomington, IN 47404, Phone: 812-332-3366, FAX: 812-333-4570)
 - B-97** (www.wbwb.com, wbwb@wbwb.com, P.O. Box 7797, Bloomington, IN 47404, Phone: 812-336-8000, FAX: 812-336-7000)
 - WFIU** (www.wfiu.indiana.edu, wfiu@indiana.edu, Radio/TV Center, Bloomington, IN 47405, Phone: 812-855-3216, FAX: 812-855-0729)
 - WTIU** (www.wtiu.indiana.edu, wtiu@indiana.edu, Radio/TV Center, Bloomington, IN 47405, Phone: 812-855-3670, FAX: 812-855-0729)
 - WFHB** (www.wfhb.org, wfhb@wfhb.org, P.O. Box 1973, 108 W. 4th St., Bloomington, IN 47402, Phone: 812-323-1200, FAX: 812-323-0320)

Do not overlook radio as one of the sources you use to get out news about your neighborhood accomplishments. They usually like to hear about and share local community success stories.

- **Neighborhood walk-throughs** --- this is a very effective way of meeting your neighbors, introducing your ideas about an association, get their ideas of things the neighborhood could use. Ask them to the next meeting and ask them to bring some of their neighbors. Thank them for their time. A group of 4 to 6 could cover a wide area in a short time.
- **Telephone tree** - this is a very fast and effective way of reaching people. Those individuals without a lot of time to give may find telephoning doable for them.
- **Block representatives** - appoint one or two people from each block or side of the street as a liaison. They can inform neighbors, recruit members, and communicate with their block (street) by word-of-mouth or telephone. In a large neighborhood, this is a big help!
- **Posters** - large effective posters can be made from cardboard box pieces. Use enamel paint to write your message so it is rainproof. Keep it brief - event, location, time, place and a phone number for more information.

- Newsletters - a monthly newsletter is very effective. They should include: meeting dates, city service information, recent accomplishments, notification of special events, crime/safety information, birth/death announcements, a welcome to new neighbors, and other pertinent information.

FUNDING

When it comes to money, neighborhood associations differ greatly. Some neighborhood associations establish their financial basis by collecting membership dues. Others pass the hat at each meeting. If people dropped in a dollar at each meeting, you could have a significant amount depending upon your need for it.

As was pointed out earlier, a newsletter is an important way of getting out the news about neighborhood happenings. The cost of the newsletter may be an expense. The City Council Office, however, will print newsletters for city neighborhood groups. If you want to mail them, then costs arise. If you are a member of CONA, you may use CONA's "bulk mail" privileges if you have at least 200 pieces of mail. The savings are appreciable.

You may also need money for a social gathering where the association will pay for certain needed items. Membership in CONA is another investment for your neighborhood association. HAND's Small and Simple Grant asks for a matching amount from the neighborhood. This can be done with in-kind work from your residents but it is also a good time to seek financial support from other elements of your neighborhood, not only businesses but also landlords. They too are stakeholders in your neighborhood. Consider your financial needs and then plan accordingly. Make sure you acknowledge the contributions that you receive - on membership rosters, newsletters, at your meetings, etc.

Special events are always a way to raise money. The question is: what will attract people and what will our members spend money on because you want to see them as your target population for most events. Some events that could raise money:

- A BBQ cook-off
- Auctions and raffles
- Carnivals
- Community fairs
- Dances
- Fashion shows
- Flower sales
- Basketball contest/athletic events
- Garage sales
- Award dinners
- Baby contests
- Neighborhood walks

When asking for contributions, you need to be prepared with information: what are you asking for, how will the money be used, and have reasons why the donor should give. How will giving benefit him or her?

What are the most successful ways of fund-raising?

The Center of Philanthropy's Fund Raising School has developed a ladder of effectiveness. The most effective forms of solicitation are as follows:

1. Personal, face-to-face solicitation by two people
2. Personal, face-to-face solicitation by one person
3. Personal letter on personal stationery with telephone follow-up
4. Personal letter on personal stationery without telephone follow-up
5. Personal telephone call with letter follow-up
6. Personal telephone call without letter follow-up
7. Personal letter
8. Impersonal letter (direct mail)
9. Impersonal phone call (Phon-a-thon)
10. Fund raising benefit (special event)
11. Door-to-door contact
12. Media advertising

"Though these are effective tools to raise funds, your effectiveness in raising money will depend greatly upon your group and its talents/resources."

Center for Philanthropy

SUGGESTED PROJECTS

Improvement

- 1) "Adopt-a-Road" - adopt a stretch of commercial road adjacent to your neighborhood. Usually this road section will need to be cleaned two or three times a year, and your neighborhood association will be recognized by a sign.
- 2) Apply for a neighborhood grant from the HAND department to do a public improvement in your neighborhood.
- 3) Do a "Neighborhood Cleanup" day where you work on freeing the neighborhood of everything from yard waste to litter to old furniture and food.
- 4) Organize a "Home Improvement" Day where able neighbors help those residents that are elderly or disabled with minor home repairs or improvements.
- 5) Conduct neighborhood safety checks, block by block - street lights - sidewalks - curbs
- 6) Conduct house-by-house safety checks - clarity of addresses for emergency vehicles, presence of smoke detectors, emergency plans for home evacuation in case of fire, presence of household fire extinguishers, etc.

- 7) Contact fire department or Red Cross for some expert help in above projects
- 8) Identify your neighborhood by installing planters, markers, benches or some other designation

Fun and Social

- 9) Have a "Block Party" for all neighbors just to socialize
- 10) Have a chili or other food "cook-off"
- 11) Have a basketball, tennis, or any other sport tournament in a neighborhood park.
- 12) Have a neighborhood parade on a holiday, like the 4th of July or Halloween.

Development

- 13) During local election years, have political candidates speak to your group
- 14) During zoning ordinance reviews or when zoning issues in the neighborhood arise, have someone from City Planning make presentations to your group
- 15) Have a "Code Enforcement" Committee working to abate neighborhood nuisances in a friendly way, and working with City staff when outside enforcement becomes necessary.
- 16) Start a "Neighborhood Watch" Program in your area
- 17) Have a welcoming committee responsible for greeting and distributing neighborhood information to new residents
- 18) Have several "reporters" working on stories for the newsletter (do profiles of new neighbors or elderly neighbors!)
- 19) Publish a "Neighborhood Directory", organized by street, with the names and phone numbers of all residents. Sell ads in it to area businesses to raise money.
- 20) Do an oral history of your neighborhood; record the memories of some of your older neighbors so a neighborhood history can be maintained

Let your imagination be your guide in thinking of projects and activities for your neighborhood. Seek advice from other neighborhood associations and don't forget help from HAND and CONA.

THINKING OF THE FUTURE

Probably the biggest problem that neighborhood associations experience is "new leadership." As the association is beginning, is growing, is accomplishing, it needs to also provide for its future. The leaders of today are going to be tired tomorrow and need to be replaced. A wise association comes up with some kind of plan that will constantly bring in new people and constantly develop leadership among those newcomers. Leaders CAN be developed. The following pages are taken from the Indianapolis Manual for Neighborhood Development. The advice is sound and the implications of it need to be adapted to your neighborhood structure and operational model.

Motivating, Recruiting, and Keeping Volunteers and Possible Future Leaders

You have planned well and your association is moving forward. But we realize that our organizers and leaders are going to suffer burnout at some point. How do we make sure that our association is going to continue?

- Make sure that you have an organizational structure that will move you forward. In other words, you have methods of replacing people who are not doing their jobs; you have working committees that will be nurturing future neighborhood leaders; and you are doing follow up to your meetings by contacting new people as well as regulars to thank them for coming.
- When you did your neighborhood survey, you may have asked some questions about interests, talents, desires for the neighborhood, etc. If you did not, do so at this point.
- Realize that your association will be based on relationships and self-interest (as all organizations are). Self-interest is what makes people feel good as well as what materially benefits them. That self-interest is not as you interpret it but how they express it to those who listen carefully. Self-interest falls in several categories:
 - ◇ Personal - the neighborhood is working on issues that they see affecting them personally
 - ◇ Professional - people sometimes join organizations to aid them in their career
 - ◇ Power - some people like the power to be gained from belonging to an organization
 - ◇ Moral - their volunteering has to be within their values and visions for themselves
 - ◇ Social - the friendships, camaraderie, and feeling of unity motivates some people to volunteer

The neighborhood association needs to be in the business of considering all these kinds of motivation. Many people like the social aspect of a neighborhood association so that is why all meetings should have a social component to it.

- Make sure you are giving people an opportunity to join by raising your public visibility and using sign-in sheets, membership calls, and follow-up as standard procedures.
- Recruit people to events and activities --- NOT to business meetings. Downplay the meeting aspect by having another activity highlighted.
- Make the new person feel useful and productive.

Try to get the new person(s) involved in something as quickly as possible (passing out information at meetings, stuffing envelopes, being a committee member, delivering the newsletter, bringing a few friends to the next meeting).

- Credibility is important!!! If you are recruiting for your neighborhood, make sure your dress, language, eye contact, etc. is appropriate to the person you are trying to recruit. Be confident in what you are saying and representing. You should be able to explain the essence of the association, its purpose, and the task you would like the person to take on. You need to convince them that the task will enhance the organization and the neighborhood.
- You want to challenge people to care about your goals. In doing this, do not offend or be obnoxious but they need to see the same vision as you have.

Neighborhood Leadership

Continuing leadership is a problem many associations have. How do you pick a good leader? Is he/she the one who always comes to meetings and speaks up so he/she is a natural leader? Not necessarily. Neighborhood associations need leaders that they motivate others and are in tune with the community. They talk the language, they are trusted, they understand what others want or expect (the other side of the issue), they know how to get along. They may have special skills needed by the group (financial management, good communication skills, business contacts, etc.) and they represent the whole community (neighborhood) and not just a small part.

The Indianapolis Resource Center publication points out there are two types of leaders and neighborhood associations need both. Task leaders and maintenance leaders are needed for a healthy organization. Task leaders get "tasks" accomplished. Maintenance leaders are concerned about the emotional strength of the group and the people involved therein. Dividing tasks between these two types of leaders is important in an association.

Task leaders are good at:

- Preparing agendas
- Recommending objectives
- Determining key questions
- Suggesting ways to accomplish specific objectives
- Clarifying information

- Moving the group to action on decision-making
- Recording information and decisions
- Opening and closing meetings

Maintenance leaders usually excel at:

- Welcoming and introducing people
- Actively listening to other people's ideas
- Including everyone in the discussion
- Encouraging shy and quiet people to speak
- Thanking people
- Giving positive feedback

Everyone also knows that "leaders" possess skills that everyone respects. They also possess personal qualities that garner further respect. The qualities most leaders need to possess are:

- Commitment
- Honesty
- A positive outlook
- Confidence/self assurance
- Trust in people
- Listening skills
- Diplomacy
- Recruiting skills
- Personal organization
- Goal-setting skills

The reality is that we rarely find all those qualities in one individual so developing leaders needs to be an on-going process in your association. Try to identify possible leaders to nurture as you try to learn people's self-interests.

One thing a leader will do is to bring down big projects into manageable pieces and find people to take responsibility of each piece. You must begin with clear goals, make sure the piece IS really doable, there are people to help, there is someone with experience waiting in the wings to fall back on for advice, and doing the job brings not frustration but satisfaction and reward.

To help in leadership maintenance and growth:

1. Practice evaluations - give positive as well as growth-producing feedback. Evaluate every project and no bias is shown.
2. Rotate roles and develop systems for training people for new roles.
3. Use strong, skilled leaders to train others.

Ask leaders to set personal development goals as part of your annual goal-setting session.