

**A
HANDBOOK
for
COMMUNITY LEADERS**

**Prepared for Community Conservation Conference
by
DRT Consultants
(Dr. Ella White Campbell, Consultant)**

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INTRODUCTION

This handbook was written by Dr. Ella White Campbell. Dr. Campbell is Executive Director of the Liberty Road Community Council, President of Stevenswood Improvement Association, and Second Vice President of the Liberty Randallstown Coalition. She is actively involved in several Baltimore County and Baltimore City organizations. Her distinguished record includes many certificates, awards, and plaques for outstanding community service. She is nationally acclaimed as a consultant to organizations.

Community leaders should find this handbook useful in refreshing and enhancing leadership skills. The handbook should be studied and used as an important reference guide. More importantly, community leaders can use this handbook to cultivate new leadership. It can provide valuable leadership training for committee chairs and other volunteers who want to do but do not know what to do. A skilled board and committees result in a more effective organization. An effective organization yields more volunteers, donations and respectability.

The earlier sections of this handbook offer basic information for organizing community/civic/social groups, and for organizing a teen council. The middle sections provide specific information on planning, budgeting, and maximizing the effectiveness of boards and committees. The later sections provide guidelines for fundraising, writing newsletters, public relations, marketing, and writing funding proposals. Although books have been written on each of these sections, the handbook is written to give you a basic understanding of key factors that determine organizational efficiency.

Although the author had community associations expressly in mind when preparing this handbook, the basic principles are applicable to any nonprofit organization. This book is particularly important as a resource in training members of teen councils about how organizations operate and how to become effective leaders. Teens can study various chapters of the book and apply the principles in forming and strengthening their own organization.

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The author wishes to thank Brent Flickinger of the Office of Planning for his ongoing encouragement and editorial comments. She wishes to thank all the community leaders and teens who continue to inspire this work.

DRT Consultants hope you find this handbook useful. It is our hope that it will lift your spirit and determination to make a difference.

April 1999

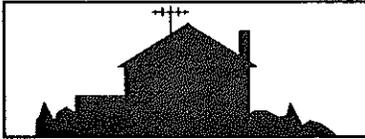
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ORGANIZING A NEIGHBORHOOD ASSOCIATION



Don't agonize, organize. You can make it happen. Across the country, community residents are organizing to resolve community problems as never before. These community groups are getting results:

Crime rates go down 95%.
Community improvements are made.
Over-development is stopped.
Schools are improved.
Shopping centers grow and prosper.
Safety hazards are removed.
Housing values escalate.

Don't let anyone tell you that you are powerless. The power is in your hands.

"United we stand or divided we fall." You're interested in solving a problem. So are your neighbors! You've called a meeting to discuss the problem--numbers; community solidarity. "There is power in numbers." For the members of the community to stand together on an issue, two things need to be there:

1. **Community Agreement on the issue**
 - A. How serious is the issue?
 - B. What should be done about it?
2. **An Organized Group available to all who wish to join.**

To create these conditions you have to reach out to the community, since the community won't come to you. How do you do it? Simple: Include everybody!

1. **Don't exclude anyone from participating because they are different from you in some way.**
2. **When decisions need to be made, let everybody in on the choices.**

If you are genuinely democratic in the way you go about your activities--talking to everyone, inviting everyone to participate, asking everyone what they think, then a community is born.

Everyone has a contribution to make. As you are reaching out, you'll find people who will contribute in all kinds of ways. A small number will become very active in supporting the day-to-day work of the group. A larger number will pitch in occasionally. An even larger number will lend moral support, perhaps by coming to a meeting. The largest number will seem to do nothing at all. While a few of these really won't care, the vast majority of these people simply aren't in a position to lend their energies. Don't fault them for this; they still contribute by allowing you to speak on their behalf. Ninety percent of them will sign a petition, and they will agree with your efforts when asked. Don't get frustrated with the non-participants; they are helping by just being there.

SETTING UP AN ORGANIZED STRUCTURE: Every community is different; therefore, every organization will be structured differently. There is no science to organization building, just common sense. Any structure set up by you will succeed, if it follows the principles of democracy listed below:

1. The group and its actions are open to everyone.
2. The group specifically invites everyone to join.
3. Every member knows his/her roles and responsibilities.
4. Someone is charged with getting the ball rolling.
5. Good management principles are followed.

As the group develops, bylaws, elected officers, operating roles, committees, etc. are all tools to solidify the structure. Be confident in that which seems to work best as you go along.

A WORD ON STRATEGY: Common sense and dealing with reality are the main parts to planning an effective way to solve a problem. Dealing with reality means getting the facts before you act. Common sense means taking those facts and building practical "do-able" steps that lead directly to the solution of the problem. Common sense also means planning all of these steps at the beginning--before you act. That way, you know exactly where you want to go. Finally, common sense means being able to change your strategy when circumstances change.

GETTING STARTED: Identify five or six interested persons to aid in recruiting others and organizing a structured group. This nucleus of five or six people forms a primitive "group of officers." Have the group of officers (preferably from different streets) talk to other people in the community to generate community-wide interest and enthusiasm. Keep in mind that interest is generated best when

an issue prevails. Interest and enthusiasm are paramount to the successful formation of a community organization.

PREPARING FOR THE FIRST MEETING: Find a central place for a general meeting. Set a convenient date and time for the meeting. Print flyers announcing the meeting. These flyers should be distributed at least one week in advance of the meeting. Get the group of officers to recruit others to help with the distribution of the flyers. Plan an agenda with the assistance of the group of officers.

SAMPLE AGENDA

- I. Introduction/Greetings
- II. Discussion: Why We Need to Organize
- III. Temporary or Elected Officers
- IV. Committee Formation
 - A. Bylaws
 - B. Newsletter
 - C. Crime Prevention
 - D. Zoning and Planning
 - E. Membership Services
 - F. Fundraising
 - G. Dues (Get donations for starter funds)
 - H. Publicity
 - I. Neighborhood Directory
 - J. Block Captains
- V. Establishment of Next Meeting Date

It may be too ambitious to expect to form all of the committees at your first meeting. Be attentive to the basic committees (bylaws, dues, block captains). The other committees might be formed at future meetings. It is the president's responsibility to follow-up on the formation and work of the various committees. Be certain to publicize the official formation of the neighborhood association.



SAMPLE MEETING FLYER

TAYLORWOOD COMMUNITY COMES ALIVE!

WILL WE ALLOW INCREASING CRIME RATES
TO ENDANGER THE LIVES OF OUR
COMMUNITY? NO!



UNITED WE STAND AND DIVIDED WE FALL.
GIVE US YOUR SUPPORT AS A RESIDENT OF
THIS COMMUNITY. LET'S BECOME UNITED IN KEEPING OUR
COMMUNITY SAFE AND SERENE!

WE NEED YOUR HELP! COME TO OUR MEETING AND SHARE
YOUR IDEAS AND CONCERNS ABOUT CRIME, OUR SCHOOLS,
OUR SENIORS AND HOW TO KEEP THIS COMMUNITY SAFE.

MEETING DATE: APRIL 14, 1999

TIME: 7:30 P.M.

PLACE: TAYLORWOOD ELEMENTARY SCHOOL

COME OUT AND BRING A NEIGHBOR.
MAKE YOUR VOICE COUNT!

ORGANIZING A TEEN COUNCIL

1. Identify the teen population in the neighborhood and the schools they attend.
2. Arrange to meet personally with parents and students to determine interest (Surveys will not substitute for a personal visit).
3. Schedule a meeting with the teens.
 - A. Plan the agenda carefully.

Greetings/Introductions

Overview of Mission

Goals and Objectives

Educational Workshops

Public Speaking
 Parliamentary Procedure
 Crisis Intervention
 Team Building
 Leadership Training

Teen Newsletter

Educational and Cultural Trips

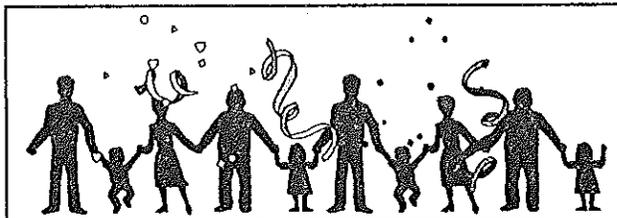
Recreational Activities

Community Service Projects

Future Meetings (Date, Time and Place)

- B. Have a thought of the month for each meeting (Ex.: "Words spoken are like eggs broken.")
 - C. Develop a teen motto for recitation at each meeting.
4. Involve youths in leadership growth opportunities (workshops, seminars, etc.).

5. Do not attempt to elect officers until the teens have bonded and leadership has emerged naturally.
6. Serve refreshments at each meeting. Food is an incentive.
7. Allow time on the agenda for fun activities.
8. Reinforce academic skills at each meeting. Teens embrace the opportunity to enhance skills taught in school, in a practical way.
9. Develop a reading list and require book reports at each meeting.
10. Set a time limit on meetings (One hour is suggested).
11. Provide opportunities for recognition for teens who excel.
12. Encourage competition for academic excellence. Reward students who make the honor roll.
13. Teach by example. Parliamentary procedure and civics are learned best when taught in context.
14. Teenagers like to be respected as intelligent, critical thinkers. If you interact with them as less than equals they will respond accordingly.
15. Distribute as much educational materials as possible to give to teenagers (e.g. of the Elected Officials pamphlet from B.G. & E).
16. Require teenagers to maintain a notebook, and teach organizational skills.



It takes a whole village to
raise a child.

Once your teen council is operational, a sample agenda appears below:

Taylorwood Teen Council Meeting
Thursday, June 27, 1999
7:00 p.m.

A G E N D A

Greetings/Introductions

Review of Vocabulary

Leeway (margin of safety)
 Decelerate (slow down)
 Predicament (bad Situation)
 Befuddle (confuse)
 Nonchalant (indifferent)
 tranquil (peaceful)
 Morbid (sickly)

Unfinished Business

Painting of Bulletin Boards
 Planting of shrubbery
 Tee Shirts
 Newsletter Delivery (7/5/99)
 Community Yard Sale
 Summer Trip (8/11/99)

From the floor

Thought for the Month: "The past is history; the future is a mystery; today is a gift, and that's why it's called the present."

Teen Motto: "Good, better, best! Never let them rest, until your good is better and the better is the best."

Next Meeting Date: July 10, 1999

Vocabulary Words: Relic Dedicated Fantasy Phase Transfigure
 Amnesia Timidity

Special Guests: Perry Smith, Project HOPE Coordinator and Beth Stapleton, Bureau of Substance Abuse

A sample teen activity appears below:



Drug Intervention Workshop
Taylorwood Elementary School
Saturday, May 15, 1999
10:00 a.m. - 11:00 a.m.
Presented by the Taylorwood Teen Council

Greetings/Introductions.....Shanna Taylor
Teen Council President

Video Presentation/Discussion

Speaker.Rev. John Smith
St. James Episcopal Church

Closing Remarks

Taylorwood Teen Council Officers

Shanna Taylor, President
Judith Lang, 1st Vice President
Oprah Winfield, 2nd Vice President
Marc Otterbein, Secretary
Dominique Alexander, Treasurer

"The Input determines the output"



"Three Heads Are Better Than One" is a good team building exercise. First, allow teens to work individually on the answers. After a few minutes, direct teens to work in groups. The object is to show that answers come quickly when there is teamwork.

TEAM BUILDING EXERCISE

HEAD
HEAD
 HEAD

- | | | | |
|-----|------------------------------------|-----|----------------------------------|
| 1. | I RIGHT I | 11. | TAKE TAKE |
| 2. | WEIGHT BURIED | 12. | M CE
M CE
M CE |
| 3. | SHIRT WITHOUT BACK | 13. | 14SAFETY295 |
| 4. | <u>WATER</u>
BRIDGE | 14. | PERSON ALITY |
| 5. | <u> </u>
BELT | 15. | S
T
ONE |
| 6. | <u>RISING</u>
IT | 16. | house
PRAIRIE |
| 7. | MOST
MOST
FIRST MOST
MOST | 17. | <u>SLEEPING</u>
JOB |
| 8. | <u>HEAD</u>
HEELS | 18. | YY UR
YY UB
I C UR YY 4 ME |
| 9. | C
O
M
I
C | 19. | CAbagT |
| 10. | C C
GARAGE
R R | 20. | WOMAN WOMAN WOMAN |

RECRUITING AND RETAINING VOLUNTEERS

Nonprofit organizations must recognize that the volunteer experience is a way of fulfilling basic human needs. Human needs can be classified in a variety of ways. People volunteer for many reasons, and their needs must be met so they will be effective and remain active. An organization must recognize its role in meeting basic human needs. The role of volunteerism in meeting the volunteer's basic human needs should be stressed to all people in volunteer organizations. These needs should be constantly in mind when talking to prospective volunteers. The positive personal benefits of donating one's time to the task at hand should be emphasized above all. To help assure this, the three R's of volunteers should be followed: Role, Rights and Responsibilities.

Roles help clarify and identify the job a volunteer will perform. The volunteer's job must be well designed. Who are you trying to recruit? Where will you find the volunteers? How should you communicate with them? What will you say to convince volunteers to help? Who will recruit volunteers? Volunteer skills must be matched to appropriate job functions. A volunteer must feel that his/her role is vital to the organization's development. A volunteer must feel needed and appreciated.

The volunteer's rights and responsibilities are essential to an organization's volunteer retention efforts. Volunteers must be assured of a rewarding experience, in an atmosphere of mutual respect and cooperation and support in meeting organizational needs.

1. Assign jobs that are challenging with the freedom to use existing skills and develop new ones.
2. Don't waste the time of volunteers by failure to plan, coordinate and cooperate.
3. Give appropriate recognition through awards, newsletters, news articles, meetings and other sources.
4. Develop an atmosphere of confidentiality and trust.
5. Provide opportunities for creativity and leadership.
6. Make certain there is two-way communication.

Consider the following sites for distributing recruitment information: job counseling offices, resume writing firms, libraries, post offices, welcome wagons, Chamber of Commerce, tourist information bureau, universities, high school counselors, service clubs, bulletin boards at religious institutions, bowling alleys, laundries, personals in community newspapers, doctor's offices, hospital waiting rooms, hotel lobbies, shopping malls, bus signs, tee shirts, grocery bag stuffers, and lawyers handling cases suitable for alternative sentencing.

Use creative motivational appeals in recruitment campaigns:

- Helping others
- Improving the community
- Gaining work experience
- Utilizing untapped educational skills
- Learning new skills
- Getting out of the house
- Changing the status quo
- Staying active and involved
- Meeting new people
- Being needed
- Testing a new career
- Making professional contacts
- Gaining academic credit
- Experiencing different life styles
- Building self-confidence
- Doing satisfying work
- Putting hobbies to good use
- Meeting new challenges
- Being a winner.



MANAGING EFFECTIVE ORGANIZATIONS

LEGAL ACCOUNTABILITY:

very non-profit organization is expected to serve for the public good and to exercise, on behalf of the public, a legal and fiduciary responsibility. Individuals who serve as board members are guardians of the public trust and have a **legal responsibility** to carry out certain fiduciary duties on behalf of the organization. These legal and fiduciary responsibilities include the proper use, management, or investment of property and other assets placed in the fiduciary's trust. In carrying out their responsibilities, board members must act as "reasonably prudent persons." **Three common violations of legal and fiduciary responsibilities are mismanagement, non-management and self-dealing.**

MISMANAGEMENT is a failure to follow fundamental management principles. It can occur when a person or board: fails to ensure that planning occurs; does not set up adequate controls with reasonable reporting systems; fails to review reports for problems; draws clearly improper conclusions from available information, and/or acts clearly in contrast with such information.

NON-MANAGEMENT is a failure to use existing opportunities for good management such as failing to consider data when making decisions, failing to use available control systems, or failing to attend board and committee meetings.

SELF-DEALING concerns board members voting on decisions in which they face possible personal gain.

In addition to being a "prudent person", a board member must act in good faith toward the organization. As long as board members exercise reasonable diligence and care, they are free from personal liability when poor judgement causes loss or injury to the organization. Board members demonstrate actions of good faith by:

- Attending all board and committee meetings, or having a valid reason for absence.
- Having a thorough knowledge of the duties and provisions within the bylaws and charter.
- Keeping informed of general activities and program operations.
- Ensuring that minimum legal or technical requirements are met.
- Registering dissent in the minutes or by letter.

- Avoiding any semblance of self-dealing.
- Making no financial profit except where expressly provided for by compensation or reimbursement in the bylaws.

Additionally, there are several other ways whereby board members can minimize personal liability:

- Arranging for an independent audit.
- Seeking counsel to clarify legal and personal responsibilities of board members.
- Investigating liability insurance for directors and officers.

SOCIAL ACCOUNTABILITY:

- Making sure the organization is providing effective service.
- Using budgeting as a plan for action and a monitoring tool.
- Using funds efficiently.
- Planning for the future so that the organization can be responsive to changing or emerging needs.

BOARD ESSENTIALS

An effective board has the following characteristics:

1. A clear statement of purpose in the public's interest.
2. A program consistent with the organization's stated purpose.
3. An active and responsible governing body, holding regular meetings, whose members have no material conflict of interest and serve without compensation.
4. Reasonable programs, management and expenses.
5. Ethical publicity and promotion, excluding misleading claims.
6. Solicitation of contributions without payment of commissions or undue pressure.
7. A detailed annual budget approved by the governing body in a form consistent with annual financial statements.

"Remember, ignorance is no excuse."

THE FIVE KEY BOARD FUNCTIONS

1. POLICY ADMINISTRATION:

- Ensure that organization meets legal requirements for conducting business and affairs (incorporation, taxes, etc.).
- Clarify the mission of the organization.
- Adopt bylaws and establishes policies which determine purposes, governing principles, functions and activities and actions of the organization.
- Assume ultimate responsibility for internal policies which govern the organization.

2. PLANNING AND EVALUATION (LONG AND SHORT TERM PLANNING):

- Regularly evaluate and review the organization's operations and maintain standards of performance.
- Monitor the activities of the organization including reviewing reports of appropriate committees; confirming, modifying, or rejecting proposals; counseling and providing good judgement on plans of committees; and considering, debating and deciding on issues.
- Oversee the program of the organization.
- Develop and approve long and short range plans.

3. PUBLIC AND COMMUNITY RELATIONS:

- Develop and conserve the public image of the organization.
- Interpret the work of the organization to the community.
- Interpret the needs of the community to the organization.
- Integrate the services of the organization with the work of other organizations and agencies.

4. VOLUNTEERS AND BOARD MEMBERS:

- Participate in the recruitment, selection and development of board members and committee chairpersons.
- Facilitate training and retention of volunteers.
- Appoint and support committees/volunteers.
- Assess and evaluate board performance.
- Monitor the performance of human resources.

5. ENSURING THE CONTINUANCE OF THE ORGANIZATION:

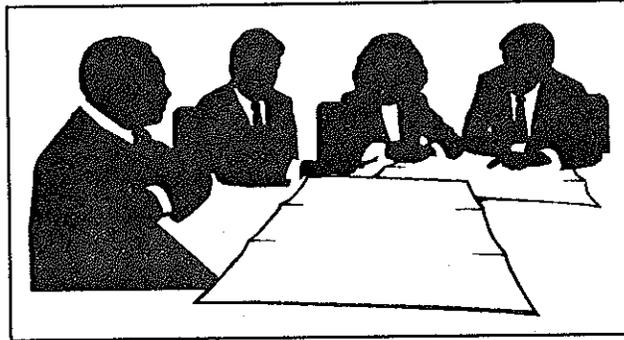
- Approve and monitor the finances of the organization.
- Create a financial climate for fulfilling the organization's purpose.
- Ensure that sufficient funds are available for the organization to meet its objectives, assuming significant responsibility for fundraising.

THE BOARD MEMBERS "MUST" LIST

1. Know why the organization exists, and review annually why the organization should continue to exist.
2. Give money, or help get it, or both.
3. Face budgets with courage, endowments with doubts, deficits with dismay and recover quickly from the surplus.
4. Interpret the organizations work to the public in words of two syllables.

QUALITIES OF A GOOD BOARD MEMBER:

1. Dedicates actions as a board member to helping others and remains modest in light of responsibilities as board member.
2. Approaches fiduciary responsibilities in the spirit of a trustee on behalf of contributors/donors, intended beneficiaries, and the public-at-large.
3. Remains strong in convictions, even at the cost of misunderstanding or disapproval in business or social life.
4. Supports other board members and staff.
5. Treats volunteers as partners.
6. Welcomes information and the best available advice, but arrives at decisions based on sound judgement.
7. Respects the right of others to disagree.
8. Insists upon a fair hearing on various points of view.
9. Respects and supports a majority vote.
10. Criticizes, when necessary, in a constructive way, and suggests alternative courses of action.
11. Recognizes that time and energy are valuable and limited and that over-commitment may prove self-defeating.
12. Maintains loyalty to organization, within a higher loyalty to the welfare of the community and humanity as a whole.



BOARD STRUCTURE/ACTIVITIES/BOARD COMPOSITION:

DIMENSIONS TO CONSIDER IN CREATING A DIVERSE, BALANCED BOARD:

- Age (Over 60, 45-60, Under 45)
- Sex (Female, Male)
- Race (White, Hispanic, African-American, Other)
- Geographical Location (City, Suburbs)
- Area of Expertise (Administration, Finance, Fundraising, Business, Legal, Marketing, Planning/Education, Public Relations)
- Relationships (Access to Community Leaders, People with Expertise, People with Money and Neighborhood Leaders)
- Affiliation (Nonprofit, Medical, Business, Media, Corporate Education, Neighborhood, Union)

SAMPLE BOARD STRUCTURE CHART

	Roland Smith	John Roberts	Shirley Jones	Ellen Tracy
Legal		X		
Accounting Fund Raising				X
Public Relations			X	
Program	X			
Membership Relations		X		

THE PURPOSE OF A BOARD MEETING:

- Monitor progress and achievement of the various objectives of the organization.
- Receive reports and recommendations of board committees.
- Make policy decisions.
- Inspire board members toward greater service.
- Provide a vehicle for board members to interact.
- Maintain control over the organization.
- Give guidance to committees.
- Meet legal requirements for board meetings.

TECHNIQUES FOR ATTAINING PURPOSE:

LEGITIMIZE

COMMUNICATE

COORDINATE/ORGANIZE/PLAN

**Time**

So the sands of Time that
slowly flow
From out my hour glass
Will all too soon have ebbed
away;

My life will then be past.

So I must make the most of
time

And drift not with the tide;
For killing time's not
murder—

It's more like suicide.

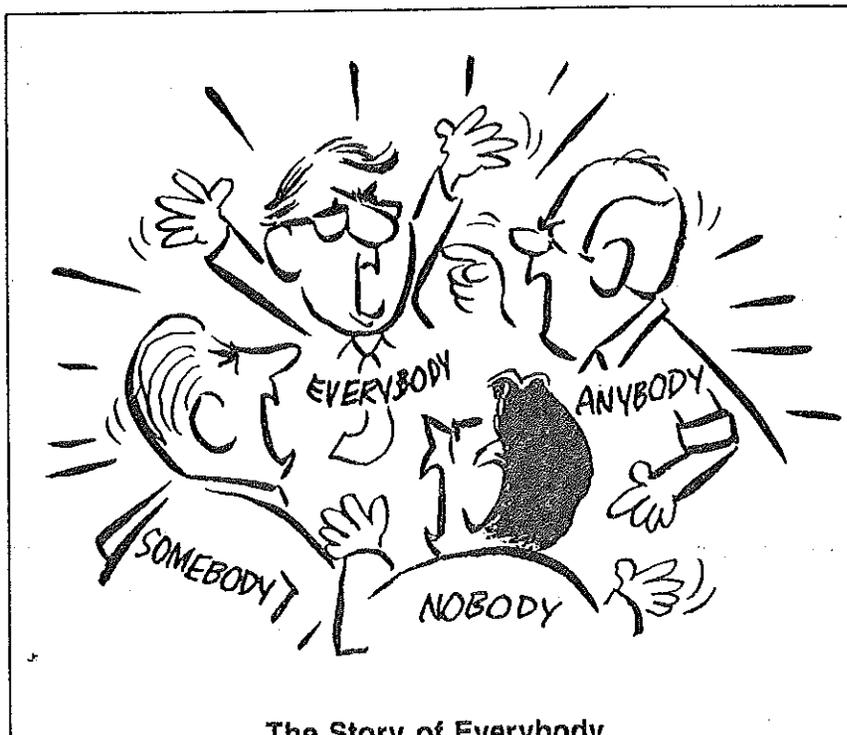
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previous meeting and postponed questions-not made Special Orders)

NEW BUSINESS

ANNOUNCEMENTS/FROM THE FLOOR

ADJOURNMENT



**The Story of Everybody,
Somebody, Anybody, and Nobody**

Once upon a time there were four men named Everybody, Somebody, Anybody, and Nobody. There was an important job to be done and Everybody was asked to do it. But Everybody was sure that Somebody would do it. Anybody could have done it. But Nobody did it. Somebody got angry about it, because it was Everybody's job. Everybody thought that Anybody could do it, and Nobody realized that Everybody wouldn't do it. It ended up that Everybody blamed Somebody and Nobody did the job that Anybody could have done in the first place. At last report, these four men were still arguing and the job they were supposed to do still wasn't done.

WRITING MINUTES

The record of the proceedings of a deliberative assembly such as a board is usually called Minutes. Only what was DONE, not what was SAID, is recorded in the minutes. The secretary must be careful not to use personal comments or opinions. It is not the privilege of the secretary to impose upon the board his/her personal views. The minutes are NOT THE SECRETARY'S REPORT, BUT THE FACTUAL RECORD OF WHAT WAS DONE.

Any member has a right to examine the minutes of the board at a reasonable time and place, but this privilege must not be abused to the annoyance of the secretary. The same principle applies to the minutes of committees, their records being accessible to members of the board or committees, but to no others. When a committee requires certain records for the proper performance of its duties, the secretary should turn them over to the committee chairperson after consulting with the president in any cases where he/she is in doubt. The board may by a two-thirds vote (or the vote of a majority of the total membership, or a majority vote if previous notice is given) order the board's minutes to be produced and read to the assembly.

1. CONTENT OF MINUTES:

First Paragraph:

- a. The kind of meeting: regular, special, adjourned regular or adjourned special.
- b. The name of the board of directors/committee.
- c. The date and time of the meeting and the place, if not always the same.
- d. The fact that the regular chairperson and secretary or substitutes were present.
- e. Whether the minutes of the previous meeting were read and approved as read, or as corrected. The date of the previous meeting being given if it was other than a regular business meeting.

Reports: Officers may from time to time give reports on activities for information only. If these reports contain recommendations for action by the board, another member, not the officer, moves for the adoption of the recommendation.

The treasurer reports at each meeting. This report is

"filed for audit" - never adopted. The treasurer is required to make a full financial report annually and this annual report should be audited (internally, by a volunteer if possible).

Committee reports which contain information only are received (heard); the content of the reports are not recorded unless requested by the board. The report is not ADOPTED OR ACCEPTED. A motion is necessary to adopt recommendations contained in a committee report. This motion does not need a second.

Body of Minutes: The body of minutes should contain a SEPARATE PARAGRAPH FOR EACH SUBJECT MATTER, and in such a format should show:

- (1) All main motions or motions to bring a main question again before the assembly--except any that are withdrawn--giving:
 - (a) the wording in which each motion was adopted or otherwise disposed of (with the facts as to how the motion may have been debated or amended before disposition being mentioned only parenthetically).
 - (b) the disposition of the motion including, if it was temporarily disposed of, any primary and secondary amendments and all adhering motions then pending.
 - (c) usually, in the case of all important motions, the name of the mover.
- (2) All points of order and appeals, whether sustained or lost, together with the reasons given by the chair for his/her ruling.

The last paragraph should state the hour of adjournment. Minutes should be signed by the secretary and can be signed, if the board wishes, by the president. "Respectfully submitted", is not essential in signing the minutes.

2. APPROVAL OF MINUTES:

The minutes of each meeting are normally read and approved at the beginning of the next regular meeting. An adjourned meeting of an ordinary board approves the minutes of the meeting which established the adjourned meeting. Its own minutes are then

approved at the next adjourned or regular meeting, whichever occurs first. A special meeting does not approve minutes; its minutes should be approved at the next regular meeting.

3. MAINTENANCE OF MINUTES:

Minutes of committee meetings and meetings of the board of directors are official records and must be retained permanently. They should be kept in a "ledger type" binder and stored in a fireproof location if possible. The copy should be signed in permanent ink and the date of the approval by the membership recorded and initialed. Attachments should be included when they have historical significance, however, the minutes should stand alone, and not require attachments to clarify the minutes.

SAMPLE FORM FOR MINUTES
Holtwood Civic Association
Regular Board Meeting
October 21, 1994 7:00 p.m.

Present: John Jones, Curry Smith, Alexander Ball, Ralph Owens, Joseph Smith, Arlyn Cooper, Resha Bole, Norman Peet, Ethel Ellis

Excused Absences: Rylan Taylor, Rodney Carr

The regular Board meeting of Holtwood Civic Association (HCA) was held on October 21, 1994, at the Holtwood Elementary School, the President being in the chair and the Secretary being present. The minutes of the last meeting were read and approved as corrected.

The Treasurer reported a balance of \$3,800.00 as of October 20, 1994. The report was filed for audit. The treasurer reported the receipt of a bill from Cooper Associates in the amount of \$2,500 for consultant services. The question put by the chair "that the bill be paid" was adopted.

Ethel Ellis, reporting on behalf of the Membership Committee, moved "that Rev. Frank Redd be admitted to membership on the HCA Board." The motion was adopted after debate.

The report of the Program Committee was received and placed on file.

The special committee that was appointed to investigate and report on suitable lighting on neighborhood streets reported, through its chairman, Norman Peet, a resolution, which after debate and amendment, was adopted as follows: "Resolved, That. . . [its exact words immediately before being acted upon, incorporating all amendments]."

The President introduced the guest speaker, Mr. Brent Flickinger from OPZ, whose subject was code violations and how to handle them.

The meeting adjourned at 8:00 P.M.

Shirley Wills, Secretary

HANDLING MEETINGS

WHAT MAKES MEETINGS UNPRODUCTIVE:

1. Insufficient planning.
2. No attention to process.
3. Fear of trying something new.
4. Lack of energy to try something new.
5. Inadequate control by leaders.
6. Over control by leaders.
7. Lack of options.
8. Too many or too few participants.
9. Wrong participants present.
10. Important people missing.
11. No system for storage or retrieval of information.
12. Confusion about objectives.
13. Role confusion/conflict.

THE GROUND RULES FOR MEETINGS:

1. Always have an agenda.
2. Start on time.
3. Conduct one piece of business at a time.
4. Always evaluate the success of meetings.
5. Keep a visible record of the content for everyone to see.
6. Regularly take time out to process.
7. Try new techniques to get more participation and ideas.
8. Give others a chance to talk.
9. Encourage different points of view as helpful.
10. Agree on who will make what decisions.
11. Be sure that people who need to be involved are there.
12. Summarize regularly.
13. Encourage people to share their feelings and thoughts.
14. Make the decision.
15. Assign follow-up action and responsibilities.
16. Summarize what has been accomplished at the end.
17. End on time.

MEETINGS REQUIRE:

1. PLANNING
2. PROCESSING
3. EVALUATION

HOW TO GET ALONG WITH PEOPLE:

1. Keep skid chains on your tongue: Always say less than you think. How you say it often counts more than what you say.
2. Make promises sparingly and keep them faithfully.
3. Never let an opportunity pass to say a kind and encouraging thing to or about somebody. Praise good work done, regardless of who did it. If criticism is needed, criticize helpfully, never spitefully.
4. Be interested in others: interested in their pursuits, welfare, homes and families. Let everyone you meet, however humble, feel that you regard him/her as someone of importance.
5. Be cheerful. Keep the corners of your mouth turned up. Hide your pains, worries and disappointment under a smile. Laugh at good stories and learn to tell them.
6. Preserve an open mind on all debatable questions. Discuss, but do not argue. It is a mark of superior minds to disagree and yet be friendly.
7. Let your virtues speak for themselves, and refuse to talk of another's vices. Make it a rule to say nothing of another unless it is something good.
8. Be careful of another's feeling. Wit and humor at the other fellow's expense are rarely worth the effort.
9. Pay no attention to ill-natured remarks about you. Simply live so that nobody will believe the ill-natured remarks.
10. Don't be too anxious about getting your reward. Do your work, be patient and keep a sweet disposition. Forget self!

A SHORT COURSE IN HUMAN RELATIONS

THE SIX MOST IMPORTANT WORDS

"I ADMIT I MADE A MISTAKE"

THE FIVE MOST IMPORTANT WORDS

"YOU DID A GOOD JOB"

THE FOUR MOST IMPORTANT WORDS

"WHAT IS YOUR OPINION"

THE THREE MOST IMPORTANT WORDS

"IF YOU PLEASE"

THE TWO MOST IMPORTANT WORDS

"THANK YOU"

THE MOST IMPORTANT WORD

"WE"

THE LEAST IMPORTANT WORD

"I"

HOW TO HANDLE CHALLENGES THAT COME UP IN MEETINGS:

There are some things that occur again and again during meetings. Here are some examples of typical events and episodes. We have suggested some alternative ideas on how to handle these situations. We hope you will add your own alternative solutions. Here are six typical situations you may encounter:

1. Cutting off a long-winded speaker
2. Coping with latecomers
3. Coping with high-status persons
4. Stimulating a non-reactive, passive group
5. Coping with different time norms
6. Dealing with experts

Question I: How would you cut off a long-winded speaker?

Alternative Ideas:

- A. Confer briefly with speaker ahead of time with the suggestion to make one or two stops in the speech in order to give listeners a chance to ask questions or make comments.
- B. Advise the speaker beforehand that you will give a time warning so many minutes before the end.
- C. Stand up at a given time.
- D. Sit next to speaker so you can give a "touch signal."
- E. Have a timekeeper in the audience, previously agreed upon, who stands up at an agreed-upon time.
- F. Make very clear to the speaker ahead of time about how long a speech the group is expecting.
- G. Say to the group: "Dr. John Doe will speak approximately 20 minutes, after which you'll be able to ask questions."
- H. Clearly indicate time allotments on the agenda for each agenda item.

Question II: What can you do to handle latecomers?

Alternative Ideas:

- A. Have one or several people designated to take care of helping greet and up-date the late people.
- B. Have a separate table near the door so people can pick up any needed material as they come in.
- C. Have a number of tables. Leave one or two spaces open, at each table, and have someone ready to invite the latecomers to join already formed groups.
- D. Establish a pattern of always starting on time. Then people know that if they are late, they will miss something important.
- E. Include latecomers as quickly as possible, even though they may feel guilty about being late.

Question III: A high status person is going to be at the next meeting. What are some of the ways to make the group feel at ease with this person in attendance?

Alternative Ideas:

- A. Have a coffee hour at the beginning of the meeting where people can meet the person informally.
- B. Utilize the visitor early in the meeting so there is no necessity for anxiety or prolonged curiosity.
- C. Have different seating arrangements so that the person is not always at the head of the table. The person might sit at different tables in the room with different people to get to know some of them.
- D. Give the person a place on the agenda to ask questions of the group so that he/she can demonstrate an interest and a posture of inquiry toward the group itself.
- E. Ask the person what he/she would like to do to get in touch with the group.

Question IV: You've heard chair people say: "Gosh, what do I do with that group? You ask them a question and they just don't respond; they're apathetic; I just don't know where they are."

Alternative Ideas:

- A. Break down into buzz groups or table groups to discuss the issue at hand, and then have a rotating report back to the total group.
- B. Ask for a brainstorming session in which you do away with the pressure of evaluation of discussion by having everybody stimulate each other by calling out ideas.
- C. Consider dividing the group into trios and have them come up with all the ways: "How we can get our group to participate more?"
- D. Have a guided discussion sheet about the topic available for each table.
- E. Train some conveners for small groups so that the convener can help that group participate more actively.
- F. Challenge the group by asking them, "What questions would you ask a group about this?"

Question V: One roadblock for many meetings is the issue of starting a meeting at a particular time: Do you start at the stated time or when people arrive?

Alternative Ideas:

- A. One approach is to recognize that even in the best of groups people aren't going to walk in the door at the same time; therefore, it is best to have plans for what you might call a "ragged beginning" in which there is something to do from the moment the first member comes in. For example, suggestions for some pre-meeting conversation topics or some things to skim and read or short interviews of each other.
- B. Establish the pattern of starting on time and then catching up the latecomers later.
- C. Have some small group tasks done as people come in to the meeting. The total group portion of the meeting doesn't

start until the small groups are all ready to report out to the whole group.

- D. Get away from the assumption that the leadership has the responsibility for taking the rap of being the disciplinarian or calling attention to people who are late. Let a member of the group rather than the leader deal with the problem or have a committee of peers work on an approach to late members and then call the attention of the group to norms.
- E. Have the whole group discuss ways of dealing with people who come early, people who come late, and how we as a group might handle the problem.
- F. Test the starting time for the group. Is it realistic? Was it set by a small number of people for their convenience? Was it set many years ago and has never been challenged?

Question VI: Often we invite expert resource people. How do we decide who we want, and then how do we brief that person to make sure he/she is really useful?

Alternative Ideas:

- A. Sometimes give or send the expert a summary of actions, problems, or situations that the group has experienced relating to the resource person's specialty.
- B. Hold a brief brainstorming session at previous meetings to ascertain what things the members of the group hope to learn or get clarified or solved in the session with the resource person.
- C. Have a panel discussion at the beginning of the meeting with some of your members asking questions, with the resource person there to listen and to deal with them.
- D. Have a personal or telephone conference with two or three members of the group and the resource person.
- E. Advise the resource person, ahead of time, that the group does have some definite ideas they want to explore, and that they are preparing those in order to save the speaker the problem of preparing a speech. They want to use him/her as a resource responder rather than as a speaker.

- F. Be very clear with the resource person in regard to the length of time, the topic and the hoped-for outcomes of the meeting.
- G. Ask the resource person how he/she would like to handle the situation. Ask if there are special ideas they want to share.



Team Work

It's all very well to have courage and skill
 And it's fine to be counted a star,
 But the single deed with its touch of thrill
 Doesn't tell the man you are.

For there's no lone hand in the game we play,
 We must work to a bigger scheme,
 And the thing that counts in the world today
 Is, How do you pull with the team?

They may sound your praise and call you great,
 They may single you out for fame,
 But you must work with your running mate
 Or you'll never win the game.

Oh, never the work of life is done
 By the man with a selfish dream,
 For the battle is lost or the battle is won
 By the spirit of the team.

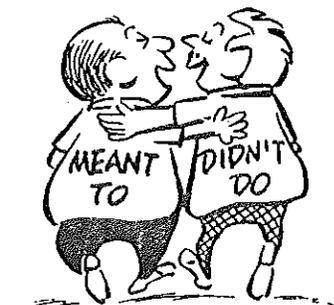
—Edgar A. Guest

TRAPS DURING THE MEETING:

1. **Failure to Share Agenda:** Have copies of the agenda available for everyone. It is hard for participants to feel involved when they cannot see and hear the plans of the meeting.
2. **Formal, Classroom Style Seating:** When all chairs face the front, participants get the non-verbal clue that all action and wisdom come from the front of the room. Try to use a circle or semi-circle or other ways that invite and facilitate communication.
3. **Poor Choice of Refreshments:** If you serve refreshments, keep them simple to avoid distractions. Refreshments are best served during a brief meeting break or at the end of the meeting.
4. **Long Introductions of Speakers, Helpers, etc.:** This usually produces psychological distances between the sender and the receiver. If extensive background material is needed, print the materials with copies for everyone, and distribute materials before the meeting.
5. **Total Reliance on One Expert:** Have more than one resource person available so that alternatives can be more openly and fully identified.
6. **Failure to Consider Feelings of Participants:** Avoid being so task-oriented that obvious feeling issues are overlooked. The task gets done better when people feel good about what they are doing.
7. **No Record:** It is important that minutes are taken at every meeting. If the secretary is absent, designate someone to record minutes.
8. **Talking too Much:** Try not to overwhelm participants by not allowing others to participate actively in discussions. Be certain not to allow the meeting to be leader-dominated. The leader is merely the facilitator of discussion.
9. **Neglecting to Carry Group Forward:** Be certain to see that decisions and commitments are made about who will do what and when to follow through.

TIPS FOR TEAMS

1. Work on tasks in which members have a personal stake.
2. Look at process - attend to task and group maintenance needs.
3. Set short and long-range goals.
4. Legitimize learning and growth of team members.
5. Support zealots.
6. Be realistic about the magnitude of change expected.
7. Change takes time. Be patient, but get into action,
8. Have fewer, longer meetings.
9. Have fun.
10. Plan specifically -- objectives, activities, people and due dates.
11. Build support groups to help deal with risks.
12. Consultants--internal or external--can help.



Comrades

Mr. Meant-To has a com-
rade,
And his name is Didn't-
Do;
Have you ever chanced to
meet them—
Did they ever call on
you?

These two fellows live to-
gether
In the house of Never-
Win,
And I'm told that it is
haunted
By the ghost of Might-
Have-Been.

—Author unknown

HANDLING COMMITTEES

THE PURPOSE OF A COMMITTEE

The purpose of a committee is to solve problems, generate alternatives, recommend courses of action and advise the board.

Committees must have a clear purpose. Their scope of authority must always be agreed upon before the beginning of any project or mission.

Committees define goals and objectives, organize for action, establish controls by allocating resources, manpower, money, materials, time, authority and warning of implications of failure to complete assignment, execute the plan, appraise results and prepare report.

TYPES OF COMMITTEES

WHAT COMMITTEES SHOULD AN ASSOCIATION HAVE? HOW ARE THEY DESIGNATED?

The bylaws should specify "standing committees" (permanent committees). Other committees (ad-hoc committees) should be appointed by the president as the need arises. This provision should be in the bylaws after the standing committees are listed.

Standing Committees are appointed or elected to carry out specific ongoing functions of the board and are considered permanent. The committee continues to exist even though its membership may change.

Special Committees (Ad Hoc, Select, Blue Ribbon) are appointed as the need arises to do a specific task that is time-limited. These committees go out of existence when the task is done or a final report is made. Refer to Robert's Rules of Order for more information on special committees.

SOME SUGGESTIONS FOR STANDING COMMITTEES:

NOMINATING--This committee must be listed in the bylaws, as should the composition of the committee. The members of the nominating committee should be appointed by the president or elected by the body. The committee should elect the chairperson.

FINANCE--This committee can be a committee of one or two; or it can have several members, depending on the scope of the project planned. A raffle may need only one chairperson, whereas a flea market may need a committee of ten or more. The treasurer should serve on this committee.

PROGRAM--This committee can have one chairperson who plans speakers of programs for meetings. This committee can also develop and implement programs for the organization.

MEMBERSHIP--This committee actively contacts residents for membership dues. The chairperson and all members must have updated directories or criss-cross directories. There should be a chairperson who acts as overall coordinator and members who make contacts. The chairperson must work closely with the treasurer and block captains.

PUBLICITY/NEWSLETTER--This committee should publicize the events of the association, both within the neighborhood (newsletter) and to the general public (publicity). Publicity should consist of writing and mailing press releases and obtaining media coverage for any events of general interest. The newsletter committee should handle the writing, duplicating and distribution of a newsletter to all residents (through block captains).

HOW IS A COMMITTEE APPOINTED?

Usually the president appoints chairpersons of committees. Then the president and chairpersons together appoint members. Volunteers can be solicited to serve on committees by announcements at meetings or notices in the association's newsletters. The president is an ex-officio member (voice, but not vote) of all committees except the Nominating Committee.

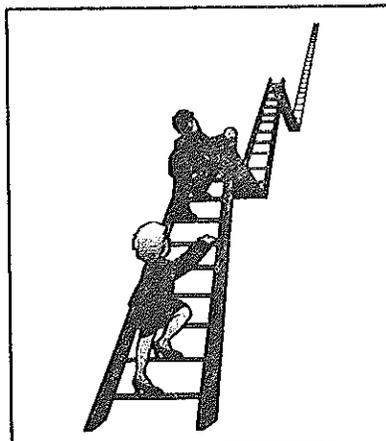
HOW DOES COMMITTEE RESPONSIBILITY WORK?

The chairperson is responsible for the operation of the committee and to the president of the association for completion of the committee's tasks. The chairman operates the committee, reports to the president, then to the board, and then to the general membership. If any matters need to come up for a vote, these come to the general membership through the chairperson's committee report. Any motions made by a committee of more than one do not need a second.

STEPS FOR RUNNING A COMMITTEE:

1. Create membership depending on the task of the committee. Include non-board members where authorized by bylaws.
2. With committee members, set goals, ensuring responsiveness to board priorities and board sanction of committee work.
3. Use an agenda at each meeting.
4. Take minutes or keep a written record for future reference.
5. Set meeting schedule and time line for accomplishment of goals.
6. Establish the expectation that it is each committee member's responsibility to facilitate the work of the group.
7. Send written reports in advance to the members of the committee and, when appropriate, to the board.
8. Make scheduled reports to board, providing progress reports and recommendations, as well as the rationale for recommendations.

PREPARE A WRITTEN COMMITTEE REPORT UNLESS THE REPORT IS VERY SHORT. ALWAYS USE 3RD PERSON; REFER TO "COMMITTEE'S REPORT", NOT MRS. X'S REPORT. BEGIN WITH THE NAME OF THE COMMITTEE AND THE CHARGE. THE REPORT IS NOT ADDRESSED TO ANYONE. THE REPORT SHOULD BE AS SHORT AS POSSIBLE--A SHORT STATEMENT FOLLOWED BY RECOMMENDATIONS IN FORM OF A MOTION. NO SECOND IS NEEDED FOR THIS MOTION.



SAMPLE FORM FOR A COMMITTEE REPORT

COMMITTEE _____

DATE _____ LOCATION _____

MEMBERS PRESENT:

AGENDA ITEMS:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

ACTION TAKEN:

ITEMS REQUIRING BOARD ACTION (RECOMMENDATIONS)

BEFORE NEXT MEETING, TASKS AND ASSIGNMENTS: _____

NEXT MEETING DATE: _____ TIME: _____ LOCATION: _____

RECORDER _____

- 1 Copy for Secretary
- 1 Copy for President
- 1 Copy for Files

MANAGING A COMMITTEE

Personal Characteristics of An Effective Chairperson:

- Has personal record of being a consistent worker.
- Is enthusiastic.
- Has background of knowledge of aims and committee's functions.
- Is hardworking and quick.
- Is good humored and persuasive.
- Is a good executive and has confidence in other members.
- Wants to release the potential energy of the group.
- Is more interested in the committee's job than in his/her own feeling of personal importance.

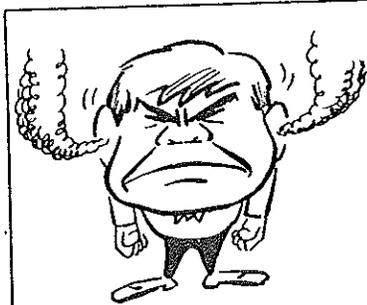
Chairperson's Responsibilities

- Develops committee work plan.
- States purpose of meeting.
- Sets tone for meeting.
- Prepares a printed agenda and adheres to it.
- Keeps members informed of progress.
- Ensures that issues are thoroughly studied.
- Handles controversial issues.
- Utilizes ideas of each group member.
- Manages the committee process.
- Determines date, time, place and frequency of meetings.
- Begins and ends meetings on time.
- Invites or limits discussion, avoids drifting to unrelated subjects.
- Encourages participation of all members.
- Calls for action.
- Reports actions or recommendations to the board.

Helpful Hints for the Chairperson

1. Define the purpose of the committee clearly in your mind before calling a meeting.
2. Don't hold meetings out of habit. Schedule meetings when there is sufficient business.
3. Be sure to involve "quiet" members and reasonably limit "dominant" members.
4. Let committee members "in" on all plans and activities.
5. Be sensitive to hidden agendas and conflicts of interest.
6. Keep members focused when necessary so that the good of the organization is paramount.

7. Poorly controlled meetings cause conflict, the work of the committee is not accomplished, and committee members may lose interest.
8. Restate conclusions and assignments to insure agreement and to provide reinforcement or a reminder.



Destructive Anger

When I have lost my temper,
I have lost my reason too;
I'm never proud of anything
Which angrily I do.

When I have talked in anger
And my cheeks are flaming red,
I have always uttered
something
That I wish I hadn't said.

In anger I have never done
A kindly deed, or wise;
But many things for which I
know
I should apologize.

In looking back across my
life
And all I've lost or made,
I can't recall a single time
When anger ever paid.

—Author unknown

The chairperson must be straightforward in his/her dealings with each committee member. The success of a committee's accomplishments depends on the leadership of its chairperson.

CHAIR'S PLANNING GUIDE

Chair: _____ Committee: _____

Proper Use of Guide: Good advanced planning and record-keeping is the difference between success and failure. Answer each question as concisely and specifically as you can on a separate sheet of paper.

Planning:

1. What is the primary purpose of the Committee?
2. What are the specific goals of the committee?
3. What activities will you do?
4. What materials and supplies will be needed?
5. What community resources will be used?
6. What problems do you anticipate?
7. How will you overcome any problems anticipated?
8. List the steps to be taken to complete your goals.
9. Complete a budget showing anticipated income and expense.

Implementation:

10. Record the steps as taken and the results of each.
11. Record any necessary revisions or changes in plans.
12. Record income and expenses as they occur.

Evaluation:

13. Give a capsule evaluation of each activity.
14. Describe how problems were handled.
15. Describe recommendations for future activities.
16. Explain financial problems encountered.
17. Describe the benefits of each activity.

"IF YOU FAIL TO PLAN, YOU PLAN TO FAIL."

Committee Members' Responsibilities

1. Arrive on time.
2. Stay throughout the meeting.
3. Be willing to serve when asked.
4. Speak up when there is something to contribute.
5. Listen attentively while others are speaking.
6. Respect and give thoughtful consideration to the views of others.
7. Request additional information or study if there is insufficient data for decision-making.
8. Help clarify points.
9. Share the responsibility with the chairperson for assuring that the group operates effectively and in a truly democratic fashion.

SELF-EVALUATION FOR COMMITTEE MEMBERS OR COMMITTEE CHAIRPERSON

Organization Relations:

- I understand the committee structure of my organization.
- I understand the goals of my organization.
- I understand the purpose of my committee and its goals.
- I understand how the committee will carry out the purpose.

Accountability:

- I understand my committee job.
- I have accepted my job description.
- I have written my job description.
- I have negotiated my job description.
- I understand what I am responsible for.
- I am accountable to: _____

Meetings:

Chairperson:

- I have helped establish attainable goals.
- I keep my committee moving toward those goals.
- I try to minimize committee time by:
- Planning in advance.
 - Always preparing an agenda prior to meetings.
 - Informing members of agenda and allowing input.
 - Keeping meeting moving on a time schedule.

- ___ Allowing for pertinent discussion only.
- ___ Making sure each member has input.
- ___ Helping the group make decisions by summarizing.
- ___ Laying groundwork assignments for the next meeting.
- ___ Helping the committee consider expenses of each project we undertake.
- ___ Acting as recorder or arranging for one.



Erasers of the Heart

Erasers are the nicest things!
 Of that there is no doubt;
 We write wrong words—a
 few quick swipes
 And big mistakes fade
 out.

And you will find erasers
 Of a very different kind
 Extremely helpful if you will
 try
 To bear these facts in
 mind:

When you bump someone
 in a crowd
 And almost knock him
 down,
 A soft "I'm sorry" may bring
 smiles
 And rub out that old
 frown.

Apologies, invariably,
 Obliterate mistakes;
 And three small words, "I
 love you!"
 Can erase the worst
 heartaches.

—Author unknown

Committee Members:

- I understand my committee's goals.
- I have had a part in establishing current plans.
- I know the agenda for the coming meeting.
- I have researched information necessary for decisions.
- I have input in committee discussions.
- I do my part in keeping meetings focused.
- I have done my assignment from last meeting.

Communications: In order to promote better communication among committee members, prepare and fill out a chart like this sample one for each committee member.

Chairperson: _____ Address: _____
 Telephone No.: _____ (Home) _____ (Work) _____ Time to Call: _____

Name of Committee Members:	Address	Telephone No./Best Time to Call

Communications Checklist for Committee Chairperson and Members:

- I keep in close touch with the chairperson/committee members.
- I inform my committee of new developments that impact on committee work.
- I see that notices, agendas and other information are sent to members.
- I have easy/open communication with the chairperson/members.
- I keep in close contact with persons to whom I am accountable.
- I am mindful of my organization's purpose.
- I work toward the highest quality of performance that I can give to perpetuate the goals.

General rules for small committees:

1. The chairperson has the right to make and debate motions and vote.
2. Members need not be recognized by the chairperson before

- speaking.
3. Motions to close or limit debate are not in order, and each person may speak on the same issue as many times as desired.
 4. Motions to reconsider can be made regardless of lapse of time and can be made by anyone who did not vote on the losing side.

Watch What You Sow!

We can never be too careful
Of the seed our hands shall
sow;

Love from love is sure to ripen,
Hate from hate is sure to grow.

Seeds of good or ill we scatter
Heedlessly along our way;
But a glad or grievous fruitage
Waits us at the harvest day.



CONDUCTING SUCCESSFUL FUNDRAISING DRIVES

The fundraising commitment must start with the board and must be high on their agenda. It must also be high in status and recognition within the organization. Raising money takes tenacity, salesmanship, year round cultivation, board support and encouragement, a plan, an attainable goal, enthusiasm and lots of hard work. If you have a cause that deserves support and if you're willing to work, you can raise money.

THE DO'S

1. HAVE VISION.
2. DECIDE TO PLAN. INVOLVE ALL KEY PLAYERS.
3. DEVELOP A STATEMENT OF PURPOSE.
4. ASSESS THE EXTENT OF THE PROBLEM.
5. SET FUNDRAISING GOALS.
6. DESIGN ACTIVITIES OR EVENTS TO ACCOMPLISH GOALS.
7. STAKE OUT WORK IN A SYSTEMATIC FASHION.
8. DETERMINE THE DONOR POTENTIAL IN YOUR COMMUNITY.
9. TRAIN VOLUNTEERS OR SOLICITORS.
10. DEFINE RESPONSIBILITIES FOR VOLUNTEERS AND SOLICITORS.
11. DEVELOP A WORK PLAN AND TIME LINE FOR COMPLETION.
12. DEVELOP A BUDGET.
13. DEVELOP A FUNDRAISING PLAN.
14. IMPLEMENT THE FUNDRAISING PLAN.
15. EVALUATE AND MONITOR PROGRESS.

THE DON'TS

1. FAIL TO ASSESS METICULOUSLY THE NEEDS OF CONSTITUENTS.
2. FAIL TO INVENTORY ASSETS AND RESOURCES.
3. LEAVE VALUES OUT WHEN UNDERTAKING FUNDRAISING EFFORTS.
4. FAIL TO DEVELOP A FEASIBILITY STUDY.
5. UNDERSTATE THE MEANS TO BE USED TO ACCOMPLISH GOALS.
6. FAIL TO IDENTIFY YOUR OWN INDIVIDUAL SUPPORT BASE.
7. UTILIZE UNTRAINED VOLUNTEERS.
8. FAIL TO INVOLVE PROSPECTIVE PARTICIPANTS AS VOLUNTEERS.
9. FAIL TO ESTABLISH IN ADVANCE CRITERIA FOR EVALUATION.

BASIC MAXIMS

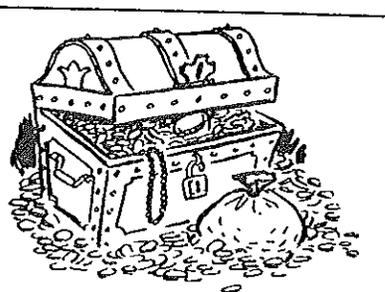
1. The more personal the contact, the more likely a positive response.
2. People are likelier to give to individuals whom they respect, or with whom they identify, or both.
3. Know your donor.

TEN BASIC PRINCIPLES OF FUND RAISING

1. Fundraising involves preparation and readiness.
2. People support worthwhile causes, programs, projects or facilities, not institutions.
3. The quality of leadership is essential for success.
4. Personal contact by volunteers, whether for the recruitment of other volunteers or for the solicitation of contributions, should be established on the same or on a higher level; peer relationships are most successful.
5. The training of solicitors is key. They need to be recruited on the basis of "contacting a few influential prospects" rather than "to form a fundraising campaign committee."
6. The effectiveness of campaign organizations is limited by the law of diminishing returns: the wider the periphery of volunteers and prospects, the lower the returns and the higher the campaign costs.
7. Goals and quotas should be established and accepted for every part of the campaign structure.
8. Campaigns are conducted best in an atmosphere of optimism and universality.
9. Campaigns cost money, and you can not raise money without spending money.
10. Every good campaign is a public relations operation.

QUICK FUND RASIERIS FOR COMMUNITY GROUPS

**PIZZA SALES
COMMUNITY FLEA MARKETS
ENTERTAINMENT BOOKS
KING AND QUEEN CONTEST WITH SOUVENIR JOURNAL
RAFFLES**

**The Message of Money**

Dug from the mountainside,
Washed in the glen.
Servant am I
Or master of men.

Steal me, I curse you;
Earn me, I bless you.
Grasp me and hoard me,
A fiend shall possess you.

Lie for me, die for me,
Covet or take me—
Angel or devil,
I am what you make me.
—Author unknown

USING PARLIAMENTARY PROCEDURE

The advantages of using Parliamentary Procedure are as follows: (1) It frees groups from confusion and dispute over rules; (2) It allows for order and precision; (3) It guards against hasty, ill-considered action; (4) It gives each member an equal right to be heard; (5) It allows the group to quickly determine the will of the majority; and (6) It protects the rights of the minority.

A group should discuss one question at a time. This should be clearly phrased, introduced by one member and seconded by another, and then discussed by the entire group. A member may speak only after being recognized by the chair. The chair should not permit a member to speak twice on the same question so long as there are other members who desire to speak for the first time. If two or more members simultaneously indicate a desire to speak, the chair should give preference to the one who has not spoken before, or if in a position to know, to the one who disagrees with the preceding speaker. In other words, try to prevent a one-sided debate. Some motions can be altered by striking out, inserting or both at once. Amendments must relate to subject as presented in the main motion. Most motions require only a majority vote but motions concerning the rights of the assembly or its members need 2/3 vote to be adopted. Some motions can be re-debated and re-voted to give members a chance to change their minds. The move to reconsider must come from the winning side. A motion is presented as follows:

1. Obtain the Floor

- a. Wait until the last speaker is finished.
- b. Rise and address the chair. Say, "Mr. or Madam Chairperson or President."
- c. Give your name. The chair will recognize you by repeating it.

2. Make your Motion

- a. Speak clearly and concisely.
- b. State your motion affirmatively. Say, "I move that we..."
- c. Avoid personalities and stay on the subject.

3. Wait for a Second

- a. Another member will say, "I second the motion."
- b. Or the chair will call for a second.

c. If there is no second, your motion is lost.

4. Chair states your Motion

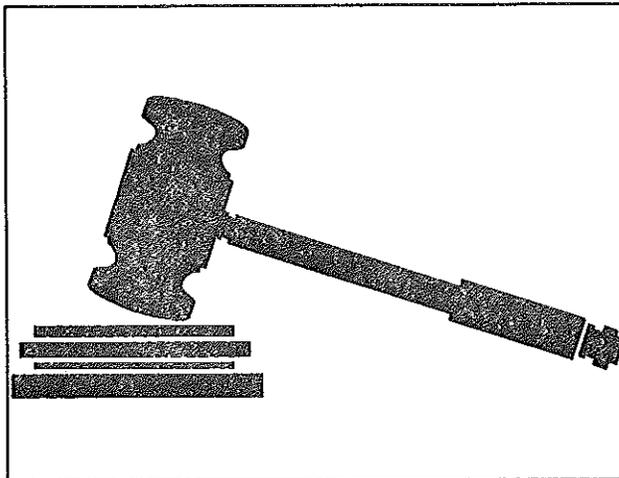
- a. The chairperson must say, "It is moved and seconded that we..."
- b. After this happens, debate or voting can occur.
- c. Your motion is now "assembly property" and you can't change it without consent of the members.

5. Expand on your Motion

- a. Mover is allowed to speak first.
- b. Direct all comments to the chairperson.
- c. Keep to the time limit for speaking.
- d. You may speak again after all other speakers are finished.
- e. You may speak a third time by a motion to suspend the rules with a two-thirds (2/3) vote.

6. Putting the Question

- a. Chairperson asks, "Are you ready for the question?"
- b. If there is no more discussion, a vote is taken.
- c. Or motion for previous question may be adopted.



Note: Use the Table of Rules Relating to Motions, on the following page as a guide and overview of the basics.

PRIVILEGED MOTIONS (IN ORDER OF PRECEDENCE)	I	S	D	A	V
Fix time of Next Meeting		x		x	M
Adjourn		x			M
Recess		x	x-a	x-b	M
Raise a Question of Privilege	x				
Call for Orders of the Day	x				
SUBSIDIARY MOTIONS (IN ORDER OF PRECEDENCE)	I	S			
Lay on the Table (Postpone Temporarily)		x			M
Previous Question (Vote Immediately)		x			2/3
Limit Debate		x		x	2/3
Postpone to a Certain Time		x	x	x	M
Refer to Committee		x	x	x	M
Consider Informally		x	x	x	M
Amend		x	x-d	x	M
Postpone Indefinitely		x	x		M
MAIN MOTIONS (NO ORDER OF PRECEDENCE)					
Main Motion		x	x	x	M
Take from the Table		x			M
Reconsider	x	x	x-d		M
Make a Special Order of Business		x	x	x	2/3
Rescind		x	x		M
INCIDENTAL MOTIONS (NO ORDER OF PRECEDENCE)					
Appeal from Decision of Chair			x	x	t/M
Point of Order	x				
Parliamentary Inquiry	x				
Withdraw a Motion					
Suspend the Rules	x				2/3
Object to Consideration		x			2/3 n
Division of Assembly	x				

I=CAN INTERRUPT A SPEAKER S=MUST BE SECONDED D=DEBATABLE A=AMENDABLE
V=VOTE REQUIRED FOR ADOPTION a=Amendment debatable. b=Length of recess.
d=If original motion is debatable. m=Majority t=Tie n=Negative

WRITING NEWSLETTERS WITH A PUNCH

In public relations there are two types of audiences--outside and inside. The outside audience includes the people who read or hear about your neighborhood organization through newspapers, radio, and television coverage. When you write a news release, the news media may or may not cover your story or may not use all the information. However, organizations can develop an inside audience through the publication of newsletters, fliers and other publications with limited distribution.

Generally, newsletters should be no more than four pages long. Readers seldom take time to read longer newsletters. The writing should be brief and easy to understand. The reading audience could include groups with special interests, who will be more willing to support your organization, if the newsletter recognizes their projects and accomplishments.

Newsletter writers should look for newsworthy topics that are timely and for stories of human interest. Keep in mind that people like to read about themselves and people they know; they appreciate recognition, especially for volunteer work, and they enjoy light-hearted reports.

The Format

In designing the format for a newsletter, examine several from other similar organizations. What do you like? What don't you like? A great deal will depend upon your budget. Then, find someone in the neighborhood or ask a typesetter or computer expert to give you some advice, if possible. Decisions must be made on the length of the newsletter, the name or masthead and logo, the kind and size of type face to use for body type and headlines, the number of columns and other visual details. You also will need to decide the weight of the paper and whether to fold the newsletter as a self-mailer. Often, a newsletter can be done on a computer, if you have one, and that will determine many of these questions.

The visual appearance of the newsletter is just as important as the written content. When highlighting words, take advantage of boldface type, or use all caps. Non-justification of the right margin is more readable; however, right margin justification looks better. Break up long articles with bullets and other visual devices so the amount to read is not so overwhelming.

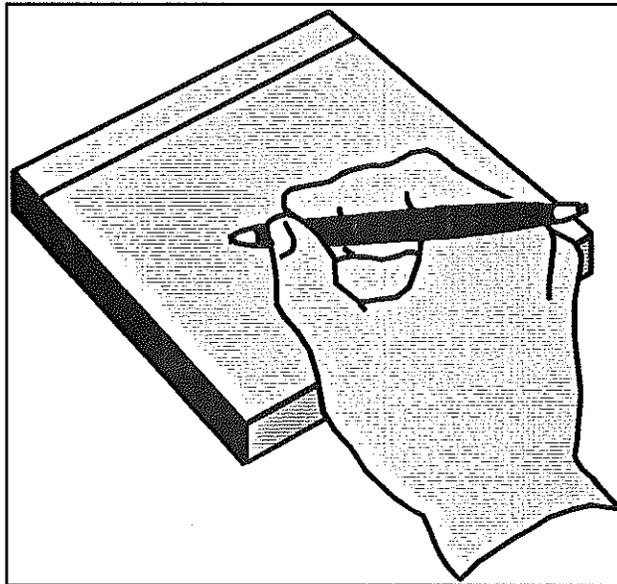
Writing Style

Avoid sexism by being consistent with salutations. Many news media use Mr. and Ms. or will address people by their last name on second reference. Or, you may want to refer to people by their first name on second reference for a more informal tone. Substitute words such as "mail carrier" for "mail man" and "meter reader" for "meter maid." Again, be consistent.

People enjoy reading material that is brief, mainly because everyone's time is limited, and we all have lots of reading to do.

Use active words. Do not require the audience to use a dictionary to read your newsletter. Each article should have a lead paragraph that summarizes the story. The following paragraphs should explain the topic in more detail. Be sure to develop the lead paragraph's points. Be a stickler for details by using quotes and checking facts and references for accuracy. Also avoid cliches or trite expressions and omit meaningless phrases such as, "At the present time" or "Along the lines of." These just slow down the reader and add nothing to the story.

All the rules of journalism apply to newsletters. A well-done one will be an excellent marketing tool for your organization.



PUBLICIZING YOUR NEIGHBORHOOD

Public relations is the ability to create or reinforce a favorable public opinion for something through media exposure, public speaking, special events and other means of communication. Most neighborhood organizations rely heavily on media attention to promote their area.

The neighborhood can gain publicity through the use of radio and television broadcasts or articles in newsletters, magazines and other publications. Generally, a news release is written to get the media's interest. The release might announce a special event, a neighborhood program or project, an accomplishment or a position on an issue. Public speaking and small social events targeted to specific groups also are excellent public relations measures.

Some neighborhood association board members hold breakfasts for realtors or administrators and teachers at a nearby school to promote the neighborhood and to maintain good communication. It is also a valuable source of feedback on the neighborhood efforts.

While getting publicity for events is seldom a challenge, publicizing other aspects of the neighborhood may be. In these cases, uniqueness is often the key. For example, there may be an unusual historic building in the neighborhood or a resident who has planted cactus on the front lawn. Maybe your neighborhood has not had a reported crime in five years, which would probably make national news. Just be sure the story would be of interest outside your neighborhood.

The PR Campaign

Nearly every neighborhood resident has the power to expand or diminish a public relations campaign. Once the neighborhood decides the type of image it wants to promote, it is important that information released is consistent and accurate. Creating a positive image is difficult and takes time.

1. Inform the neighborhood association members on information being released, if it is unusual. Publicizing a special event generally is routine.
2. Identify several people who can speak effectively.

3. When a crisis occurs, provide an accurate, unemotional news release as soon as possible or designate a single spokes person, i.e., the neighborhood president, for the neighborhood.
4. Carefully coordinate all information released to avoid any discrepancies.
5. Thoroughly proof all typed materials.
6. When speaking stick to the facts. Don't assume.
7. Don't be afraid to admit you do not know an answer. Offer to find the answer, if there is time.
8. Remain calm during interviews and public speaking engagements. Stay in control.
9. Refer reporters to other people, if you know they have better information. Do not be a media hog.

The News Release

The best way to publicize an event or an issue is to distribute a news release to newspapers and broadcast stations. Type the story on one side of the paper only, using 8 1/2 X 11 paper. Leave generous margins. The release should be no more than two pages, double-spaced and should state the most important information first. Important secondary and general miscellany should be last. If a second page is necessary, always indicate "more" at the bottom of the first page. Indicate what the article is about at the top of the second page. Here are some tips:

1. Include a contact person, preferably two--with their telephone numbers at the top of the page.
2. Write the information to answer the five W's--Who, What, When, Where and Why.
3. Double check the information for accuracy, spelling and sentence structure.
4. Be sure that all names are spelled correctly and proper titles are used.
5. Type or print legibly.

6. If you are providing photos, be sure each is properly labeled and you have identified each individual.
7. Provide information at least three weeks before events, unless you need to call a quick news conference.
8. If you are writing on a past activity, highlight the accomplishments instead of the event itself.
9. Provide an objective viewpoint when discussing issues. State only facts.
10. Be knowledgeable about media deadlines and contacts. Contact the media periodically to update your media mailing list so releases go to the appropriate people.
11. Always call as many of the news release recipients as possible to be sure they got the release. This "reminder" call usually helps assure your event will be covered or that you will get the publicity you seek.

Be aware that there is no guarantee that news releases always will be used. A smaller community paper will often more likely use your release than a major newspaper or TV station. News releases are different from advertisements which are purchased, designed to be interesting and are used at pre-arranged times.

However, if what the release says is newsworthy, chances are excellent it will receive attention. The effective use of news releases, public speaking and other public relations methods will gain respect for your neighborhood and help it reach its marketing goals.

A Sample News Release Format: (Use your letterhead stationery)

Public Service Announcement

For Immediate Release: 4/1/95 For More Information, Contact:
Harry Talor, President
999-0590
Shirl Winn, Chairperson
999-6666

TAYLORWOOD PARK HOLDS FESTIVAL

The Taylorwood Park Civic Association will hold its second annual Festival on Saturday, May 1, 1995, from 10:00 A.M. to 4:00 P.M., at the Taylorwood Elementary School. The public is invited.

Proceeds will be used by the Taylorwood Park Civic Association's Youth Projects. Your participation will enable underprivileged youths to enjoy cultural activities. Over 500 people attended last year, and Shirl Winn, Chairperson of the affair, is looking forward to a larger crowd this year.

To get the 1999 Greater Maryland Media Directory, containing the name, address, phone numbers, fax numbers, key contacts and other pertinent information, call 410-626-8988. You can order reproducible label sets and a 3-1/2" diskette of mailing labels. There is a modest fee involved.

GETTING A 501-(C) (3) TAX EXEMPTION

The term 501 (C) (3) refers to a section of the Internal Revenue Code of 1954 that exempts a non-profit organization from paying federal, state, and local taxes if the activities of the organization are carried out for "charitable purposes." The Internal Revenue Service (IRS) defines these purposes as:

- Relieving poverty;
- Advancing religion, education or science;
- Lessening the burdens of government;
- Reducing neighborhood tensions;
- Eliminating prejudice and discrimination;
- Defending human and civil rights, and
- Combating community deterioration and juvenile delinquency.

The IRS uses two tests to determine if an organization is eligible for exemption. As part of the organizational test, the IRS reviews the group's Constitution/Bylaws and the Articles of Incorporation to see if the organization's purpose includes at least two of the IRS's charitable requirements. In addition, the organization must not be an "action organization" or one in which "a substantial part of its activities attempts to influence legislation or political campaigns."

To meet the IRS's operational test, the organization must prove that its activities further the public, rather than private, good. The group's program activities must not just serve the association's membership.

THE APPLICATION PROCESS: To apply for tax exempt status, an organization must submit an Application for Recognition of Exemption called Form 1023. It must be accompanied by a copy of the Articles of Incorporation, Constitution/Bylaws or other enabling documents. The current by-laws, statement of receipts, expenditures, and balance sheet for the current year and three years prior, a budget for two full accounting periods and a current statement of assets and liabilities also must be submitted with the application. Form 8718 (User Fee for Exempt Organization Determination Letter Request) must be attached for Form 1023.

The IRS publishes several informational booklets for organizations seeking tax exempt status:

Publication 557-"Tax Exempt Status for Your Organization"

Publication 598-"Tax on Unrelated Business Income of Exempt

Organizations"

Publication 892-"Exempt Organization Appeal Procedures"

These publications and Application Form 1023 may be obtained by calling 1-800-829-3676 or writing the Internal Revenue Service, Philadelphia, PA 19255 or the Internal Revenue Service, located at the Federal Building, in Baltimore City.

INCORPORATING YOUR ORGANIZATION

Community organizations are urged to incorporate, since the Annotated Code of Maryland does not recognize non-incorporated associations as legal associations/bodies. If an association plans to apply for any grants from foundations, corporation, or governmental agencies (County, State, or Federal), the association must be incorporated and must obtain a federal identification number. Contact the following state agency for guidance and direction:

State Department of Assessments and Taxation
301 West Preston Street
Baltimore, MD 21201
Phone (410) 225-1340

If a not for profit corporation (association) intends to seek tax exempt status, articles of incorporation must be filed. Also, if an association seeks tax exempt status in Maryland, articles of incorporation must be filed. All articles of incorporation must be typed.

If an association becomes incorporated, each year the association must file a **Personal Property Return for Domestic & Foreign Corporations** with the State of Maryland, Department of Assessments and Taxation, Personal Property Division. This form is automatically mailed to all incorporated organizations. Failure to file the form can result in the revocation of the Articles of Incorporation.

PREPARING BYLAWS

The bylaws contain basic rules relating principally to an organization. The bylaws define the primary characteristics of an organization, how the organization functions, and include all rules the organization considers so important that they cannot be changed without previous notice to the members and the vote of a specified large majority (such as two-thirds vote), and cannot be suspended.

The number of articles in the bylaws will be determined by the size and activities of the organization, the general nature of the subjects covered will be indicated by the following list of articles:

- Article I-Name of Organization
- Article II-Purpose
- Article III-Members
- Article IV-Officers
- Article V-Meetings
- Article VI-Executive Board
- Article VII-Committees
- Article VIII-Parliamentary Authority
- Article IX-Amendment of Bylaws
- Article X-Dissolution

Sample bylaws as well as procedures for drafting bylaws are found in Robert's Rules of Order, Newly Revised and Starting A Nonprofit Organization, published by The Community Law Center, Inc. (410-366-0922) and Maryland Association of Nonprofit Organizations (410-727-6367).

WRITING FUNDING PROPOSALS

Proposals are written and submitted to foundations, corporation or governmental agencies to obtain a grant. Before the proposal is written, it is essential to understand how and why the money is needed and if the project or program will need additional funding after the grant money is depleted.

This careful research will help your organization explain and justify the need for the project to potential funders. Any proposal should be well written and organized and tailored to appeal to the funding source.

Most organizations have the ability to write and submit grant proposals. However, many are afraid to do so because they are intimidated by the proposal format or instructions, worry about whether their writing skills are good enough or that their idea is not a good one for fear that the proposal will not be funded. Overcome these fears. Choose a member of your organization who is willing and able to write the proposal. The more proposals your organization prepares, the easier they will become, and the chances of getting funding will be improved. If your organization can not overcome the fear of writing proposals, then it is possible that it is not ready to implement the program for which you are seeking assistance.

Some Do's and Don'ts of Proposal Writing

1. State the purpose of your proposal (what you plan to accomplish and how). Present the facts clearly, briefly and simply. Keep jargon and philosophical statements to a minimum. Avoid irrelevant words, statements, proposal sections and appendices. Most likely, whoever reads your proposal will not be a specialist in your field, and they will be reading many other proposals. They will have no time to analyze what you are trying to say.
2. Avoid an emotional approach. Be positive, but avoid hype. Do not exaggerate the value of your project. Let the facts speak for themselves. Explain why your organization is uniquely qualified to fulfill the purpose of the grant.
3. Avoid unsupported assumptions. Always provide data, if necessary, to support the need for the program or project.

4. Do not use fancy packaging such as spiral bindings, expensive covers or unusual formats. Neither these nor elegant writing will be of any help, if the project is not well thought-out and organized. In fact, a funder may think that anyone who uses expensive packaging does not need any funds.
5. Try to show that your project will have more than local impact, if the funding agency has regional or national interests. Funding agencies like to fund projects that will serve as models for others to adopt. However, do not try to claim that your project will solve all the world's problems.
6. Do not inflate your budget. Proposal readers are pros and will immediately recognize this. Be honest.
7. Do not expect influential people to help get the proposal accepted, if the proposal is weak.
8. Send only one copy of your proposal, unless more are requested.
9. Be familiar with your potential funder's funding cycle, so your proposal is submitted at an appropriate time.
10. Do not become easily discouraged. If your proposal is turned down by one agency, submit it to another and even a third. There may be many agencies interested in your project. However, if you discover that the proposal has problems, correct these before you move on.

Writing Proposals for Foundations and/or Government Agencies

In addition to a proposal cover letter, described below, foundations or corporations usually ask for a brief letter that describes your organization, its plans and the amount of funding sought. This letter also should include any other specific information requested. The letter usually is signed by the chief executive officer, executive director or president of your neighborhood association.

Most government proposal instructions follow a basic format and must be followed carefully. If you have questions, ask them. If the agency uses a score sheet to evaluate proposals, use it in the development of your proposal outline.

The Cover Letter

The cover letter is a brief description of the proposal that is written in addition to the summary. It should be signed by the president or chairperson of the board.

The Summary

The summary should be prepared after you finish writing the proposal, but it appears at the beginning of the proposal. It should be no more than half a page and include:

1. Identification of the organization and its request.
2. The reason for the funding request (problems, issues, needs).
3. The objectives of the project.
4. The types of activities to accomplish the proposed objectives.
5. The total cost of the project, including any money already committed and the amount being requested.

The Introduction

The introduction describes your organization's qualifications to do the proposed project and should be a maximum of two pages. Use the board and advisory committee and other people familiar with your organization to gather information. Focus on the organization's program credibility by discussing the following:

1. When, how and why the organization was started.
2. A statement of purpose, goals and philosophy.
3. Significant events in your history.
4. Prior and current activities.
5. The boundaries of your organization's service area and the size and characteristics of your constituency or clientele.
6. Types of assistance the organization provides.

7. Your funding sources and their positive comments.
8. The results of internal or external program audits.
9. Quotes or letters of support from clients, other agencies and public officials.

Problem Statement or Needs Assessment

The problem statement or needs assessment explains why the project or program is needed. It may be helpful to point to the success of similar programs in other areas. You should try to include data to support the project need. The basic requirements of the problem statement or needs assessment are:

1. It should be clearly related to the purposes and goals of your organization.
2. It should be supported by reliable information, including data from authoritative sources.
3. It should outline a problem that is not overwhelming but can be addressed adequately with the grant money.
4. It should be stated in terms of clients or constituents rather than the needs or problems of your organization.

Program Objectives

This section should contain only one or two goals. In this part, you should list the measurable outcomes as a result of the project. This is the criteria by which the effectiveness of the project will be judged.

Methods

Methods should describe how you propose to achieve the measurable objectives. Key elements should include the selection of staff, staff training and the selection of participants. This should be the longest part of the proposal, three to five pages. It is the most important part of the proposal.

Evaluation

The funding sources require that a method of program or project

duration be a part of your proposal. The evaluation should be carried out by someone with no vested interest in your program's success. The following is a sequence of steps you might consider in developing the evaluation component.

1. Clarify the program objectives.
2. Determine the potential audience for the evaluation.
3. Will you conduct a process or product evaluation or both?
4. Who will do the evaluation? An outside evaluator lends more credibility to your evaluation process.
5. The evaluation should include the entire scope of the project.

The Budget

The budget contains itemized information on salaries, contract fees, equipment and supplies and donated service or funds. If some funds are to be obtained from other sources, the budget should show which funds will be used for each budget item. There are three main categories in the budget:

1. Personnel
 - A. Wages and/or salaries
 - B. Fringe benefits (FICA should be figured at 7.05 percent
All fringe benefits, including insurance, FICA and
pensions range from 15 to 20 percent)
 - C. Consultant fees
 - D. Contract services
2. Non-Personnel
 - A. Space rental
 - B. Equipment and office supplies
 - C. Transportation costs
 - D. Furniture
 - E. Food and entertainment
3. In-Kind Services
 - A. Personnel working with the project, but paid through
other sources

- B. Non-personnel costs of the project funded through other sources
- C. Value of volunteers' time who work with project
- D. Donations for project

Future Funding

This is the last section of the narrative portion of your proposal. Your ability to complete this section depends on how thoroughly you have considered this grant's relationship to your overall organizational planning. Include a strategy to continue the project or program, if necessary, after the grant money is used up. There are three possible approaches to this section, depending on the type of proposal: (1) Future Program Funding (describes the provision of funding by other sources, if the program is to continue after the grant period ends; (2) Future Funding for Construction or Renovation; and (3) Other Funding (money for equipment or any one-time item from another funding source).

Wanted: Backbone People

Wishbone People

They hope for, they long for,
They wish for and sigh;
They want things to be done
But aren't willing to try.

Funnybone People

They laugh, grin, and giggle,
And twinkle the eye;
If work were a joke,
They would give it a try.

Jawbone People

They scold, jaw, and sputter;
They froth, rave, and cry;
They're long on the talk
But short on the try.

Backbone People

They strike from the shoulder,
They never say die;
They're the winners in life,
Since they're willing to try.

