

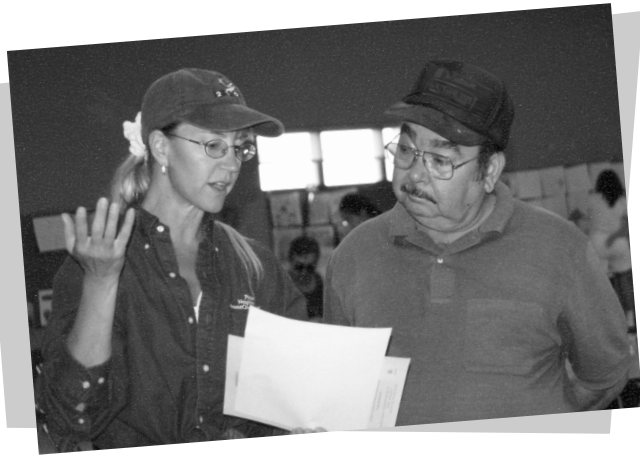


Neighborhood Association Tool Kit

A guide for neighborhood associations



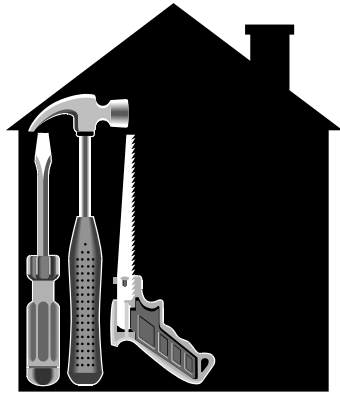
City of Phoenix
Neighborhood Services Department



The city of Phoenix

created the Neighborhood Services Department to preserve and revitalize neighborhoods, and help residents access city services. The department approach to project- and problem-management emphasizes partnerships between residents, business owners, elected officials, and city employees to build and preserve clean, safe neighborhoods that reflect the diversity of the city's population. The city's investment in healthy neighborhoods is ultimately an investment in people, in a sense of community, and in an ethic of shared pride.





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What is a neighborhood association and what does it do?



A neighborhood association is a group of residents who meet regularly to accomplish goals in their neighborhood. The association may include home owners and renters, apartment residents, business owners, school and church officials, and members of nonprofit organizations. Depending on the goals of the group, meetings may be held twice a year, once a quarter, or every month.

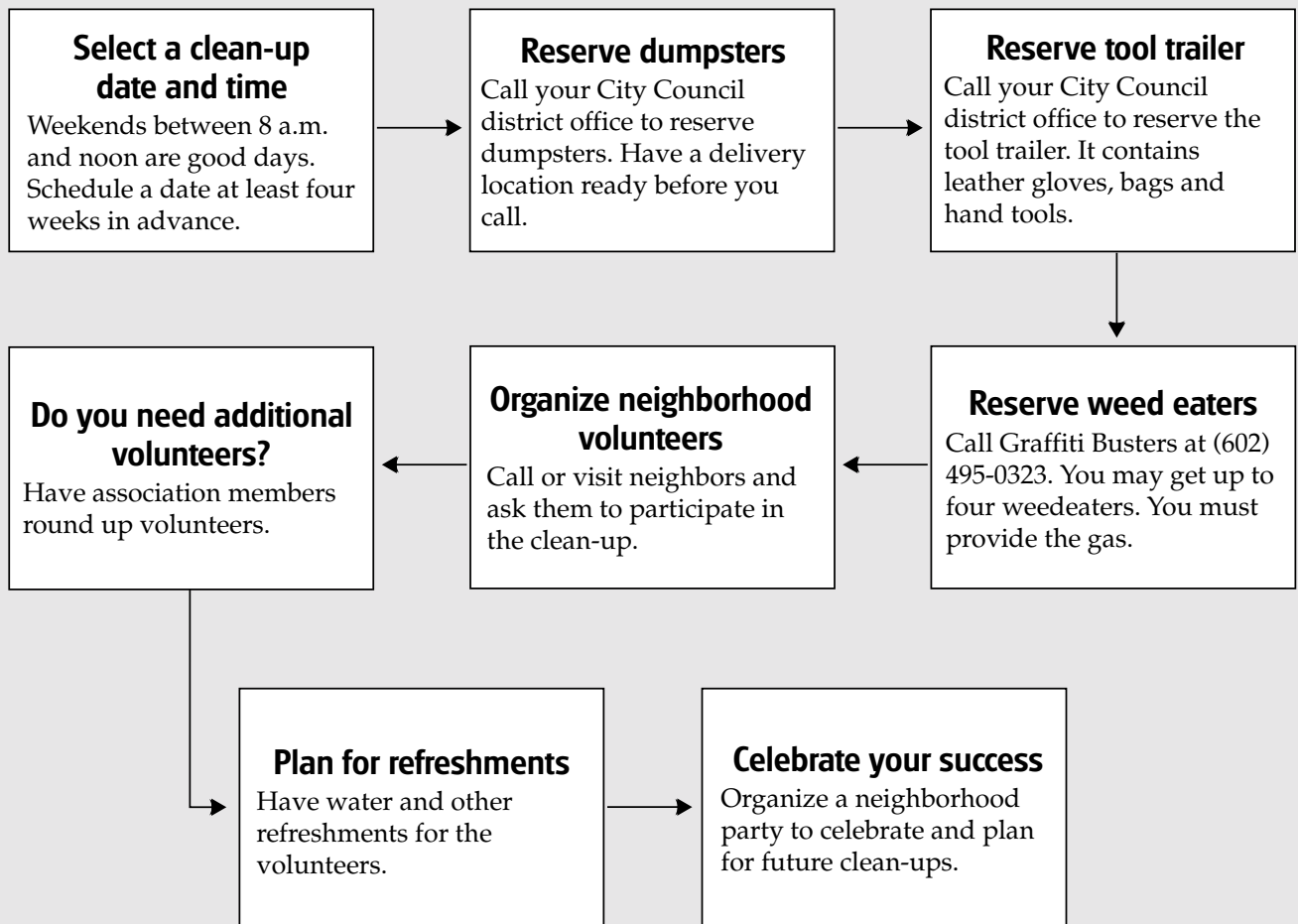
Neighborhood associations help represent neighborhood residents to elected officials, identify challenges and problems in the neighborhood, support change and improvement efforts, help resolve conflicts, provide volunteers for community projects, and find and get resources to make the neighborhood a better place to live.

It's important to identify some of your goals before you ask others to form a neighborhood association. Goals for improving your neighborhood may include:

-  helping neighbors get to know each other by holding social events
-  making physical improvements such as installing street lights and community signs
-  holding regular neighborhood clean-ups
-  forming a Block Watch to reduce crime
-  organizing to share opinions with representatives of government.

How to organize a neighborhood clean-up

Eight easy steps










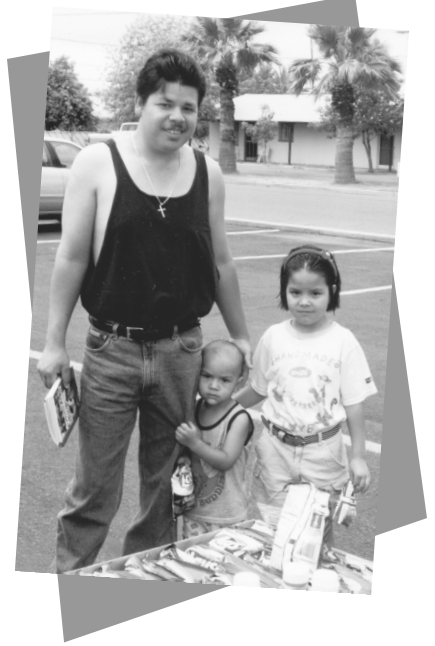
How to form a neighborhood association

1. Start with a core group

Start your neighborhood association by finding a core group of people who agree to meet regularly. Ask some neighbors you already know. Then knock on the doors of some you don't know and explain why you want to form a neighborhood association. When you find five to ten people who are interested schedule a meeting at someone's house, or at a school, church or other central location. It's a good idea to set up the meeting quickly before people lose interest.

Each member of the neighborhood association should:

-  Try to attend every meeting.
-  Act for the benefit of the group.
-  Use agreed-upon procedures at meetings.
-  Be polite and make constructive comments.
-  Treat other members with respect.
-  Discuss issues and concerns, not personalities.
-  Accept group decisions after a vote has been taken.



2. Set the neighborhood boundaries

It's important to determine the boundaries of your neighborhood association. Boundaries might be roads, natural features such as a mountain or canal, residences within a certain distance of a school, or houses built in a certain type of style. You might want to look at a city map and take a tour of the neighborhood to help you set the boundaries. Call the Neighborhood Services Department to see if your boundaries include any existing neighborhood associations: you may want to merge groups or work as partners on common problems.

Once you have set the boundaries, establish a list of residents and property owners. This list will help you get other neighbors involved in your association and its activities. You may need to go door to door to create this list; you may also get information by calling the city's Property Records Section at (602) 262-6878.











3. Identify problems and develop a neighborhood plan

A neighborhood plan will help your association make decisions and take action. First, conduct a neighborhood inventory. An inventory is a collection of facts about the neighborhood including information on residents, types of housing, area businesses, churches and schools. You can get information from the U.S. Census Bureau, at the library, and from the city of Phoenix Planning Department.

After you have gathered information by conducting a neighborhood inventory, identify a few neighborhood problems, concerns or desires. Problems can be identified by hosting a meeting where neighbors can share concerns. Problems and concerns typically addressed by neighborhood associations may include crime, physical improvements, traffic and street lights, preserving unique features of the neighborhood, zoning or a desire for residents to get to know each other better.

The plan should include:

-  the reasons the association was formed
-  principles that will guide the association's actions
-  when members will meet
-  how meetings will be conducted
-  the goals of the association
-  an action plan for accomplishing the goals.

4. Establish committees

Neighborhood associations work best when the work is divided among members who sit on committees. The core group should define the goals and objectives of the committees and decide the rules members will follow. The goals of the association will help determine what kind and how many committees to create.

Examples of committees	Possible duties
Bylaws Committee	<ul style="list-style-type: none"> • Determine how the association will conduct meetings and votes. • Make decisions to resolve disagreements among members about procedures.
Crime Reduction Committee	<ul style="list-style-type: none"> • Works with the Police Department to educate residents about crime prevention. • Helps organize Block Watch programs.
Finance Committee	<ul style="list-style-type: none"> • Keep track of the association budget. • Conduct fundraising for the association.
Neighborhood Development Committee	<ul style="list-style-type: none"> • Works with the city and nonprofit organizations on programs to encourage business development in the neighborhood.
Neighborhood Improvement Committee	<ul style="list-style-type: none"> • Organizes neighborhood clean-ups. • Works with the city on ordinance enforcement. • Organizes tree plantings and landscaping projects.
Publicity Committee	<ul style="list-style-type: none"> • Inform people in the neighborhood of events and share information. • Inform and remind members of meeting dates and locations, and provide transportation to those who may need it.



Woodward Park Neighborhood Action Plan

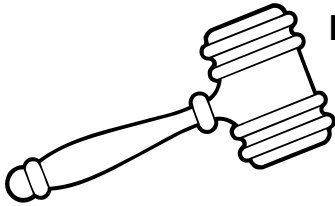
Problem	Rising burglary rate
Committee and goal	Crime Prevention Committee. Goal: reduce burglary rate and overall crime.
Resources and strategies	Resources: Police Department, Neighborhood Services Department Strategies: <ol style="list-style-type: none">1. Form Block Watch groups for every block. Have them operating within three months.2. Have at least two residents from each block attend Police Department Block Watch training.3. Check with Neighborhood Services Department about possible grant for street lighting.
Problem	Need to reduce blight and graffiti
Committee and goal	Neighborhood Beautification Committee. Goal: improve appearance of neighborhood properties and public areas.
Resources and strategies	Resources: Graffiti Busters, city's tool lending program, Neighborhood Preservation Ordinance, families willing to help with clean up. Strategies: <ol style="list-style-type: none">1. Get a group to receive Graffiti Busters paint-sprayer training.2. Hold a neighborhood clean-up within next six months.3. Identify problem properties and talk to the owners.
Problem	Traffic problems on Melrose Street
Committee and goal	Traffic Committee. Goal: make Melrose Street safer.
Resources and strategies	Resources: City Street Transportation Department, area businesses. Strategies: <ol style="list-style-type: none">1. Discuss whether speed humps would be a good idea.2. Check with city about possibility of moving crosswalk.3. See whether the owners of The Book Rack and Coffee Island would be willing to close one of their parking lot entrances.

How to hold meetings

Plan the meeting

People will be more likely to attend meetings if they are organized, brief and useful, and in a convenient location. Set the time, date and location by consulting with the core group of members. Plan the meeting to last no longer than one hour.

Pick a place that is centrally located and familiar to your neighbors such as a home, school, church or public building, then remind them of the time and date by phone, letter or flier. Before the meeting begins, arrange the tables and chairs and place any handouts near the entrance of the room. Be sure to test any equipment such as projectors or computers before the meeting starts.



Parliamentary procedures

Parliamentary procedures are rules for conducting meetings. Small groups may choose to operate informally and not use them. Large groups will find them very helpful, though; they are used to maintain order, ensure equal treatment for everyone, and accomplish business efficiently.

Officers

To use parliamentary procedures, the group will need at least a few elected officers. They are:

- Chair** The chair is the presiding officer at the meeting. Meetings are controlled by the chair. It is the responsibility of the chair to use parliamentary procedures, treat everyone fairly, keep the meeting moving and ensure that all items on the agenda are addressed. Anyone who wishes to speak at a meeting must be recognized by the chair. To get the chair's attention, a member raises a hand and says "Mr. or Madam Chair."
- Vice Chair** Serves as alternate to the president in presiding at meetings. Also serves on the association executive committee.
- Treasurer** The treasurer handles finances, keeps financial records and prepares budget and financial reports. The treasurer also maintains the tax exempt number and coordinates tax statement preparation for 501(c)(3) organizations.
- Secretary** The secretary is responsible for keeping clear and accurate records of meetings, including the minutes of the meeting. The secretary also maintains the roster of members, stores a copy of the neighborhood plan and bylaws and handles correspondence.

Here are some terms and actions that are part of parliamentary procedures:

Motion. A motion is a proposal that meeting participants take an action or consider a subject. Only one motion may be considered or acted upon at a time. To make a motion, say "I move that"

Seconding a motion. Seconding a motion means that someone other than the person who made the motion wants the whole group to consider it. The person who seconds a motion does not have to support the motion; they just want the group to consider it.

Stating the motion. After a motion is made and seconded, the chair formally places it before the group by saying, "It is moved and seconded that _____. Is there any discussion?" When debate stops the chair repeats the motion and takes the vote. After the vote, the chair states the result of the vote.

Withdrawing a motion. Before a motion has been stated by the chair, it can be withdrawn or modified by the member.

Motion to reconsider. Unwise action can be corrected through the motion to reconsider that is made by someone who voted on the winning side.

Voice vote. The chair says, "All those in favor say 'yes' (pause for vote). Those opposed say 'no'."

Majority vote. Means the side with the most votes wins. The count is based on the members who are present at the meeting and participating in the vote.

Tie vote. When there are an equal number of votes on both sides, the motion is defeated.

The agenda

All meetings should have an agenda. The agenda lists what will happen at the meeting, including committee reports and any business that needs to be discussed. Here is a typical agenda:

1. Call to order

The chair calls the meeting to order and makes brief opening remarks.

2. Reading/approval of the minutes

The secretary keeps minutes of all the meetings. The secretary reads the minutes of the last meeting and asks, "Are there any corrections to the minutes?" No motion is needed for approval of minutes.

3. Reports of officers

The treasurer and other officers deliver association business reports. No motion is needed for adoption of the treasurer's report unless it is audited. After each of the reports, the chair asks, "Are there any questions or observations?" If not, the reports are filed.

4. Reports of committees

Committee chairs give their reports. No motion is needed for adoption of committee reports unless recommendations for association action are made. After reports, the chair asks, "Are there any questions or discussion in regard to this committee report? If not, the report will be filed." Appreciation may be expressed to the committee.

5. Committee recommendations for action

Motions are usually made by the chair and seconded by a committee member. Each motion is discussed and disposed of before another motion may be proposed. The chair states, "The committee recommends that the association (take a particular action). Is there any discussion?" One way to keep a meeting moving forward is to limit the amount of time that can be spent on debate to five or 10 minutes.

6. Unfinished and new business

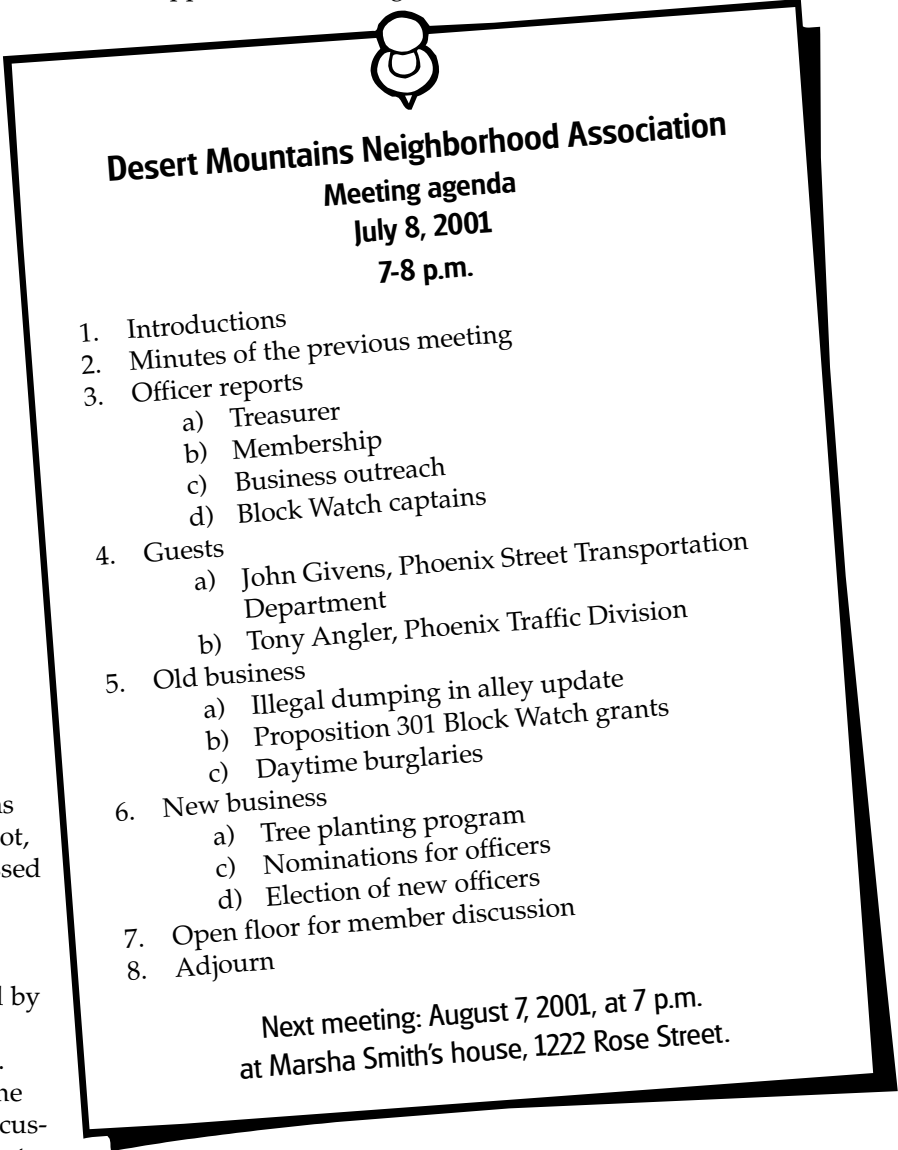
Unfinished business from the last meeting is brought to the floor for action. The chair asks, "Is there any unfinished business?" After discussion and action, the chair asks, "Is there any new business to discuss?"

7. Announcements

Persons making announcements should be seated up front. The chair asks "Are there any announcements?"

8. Adjournment

The chair automatically adjourns a meeting unless there is any business that cannot be finished at that meeting. Then a motion for adjournment must be made and seconded. The chair says, "If there is no further business, the meeting will stand adjourned."



Desert Mountains Neighborhood Association
Meeting agenda
July 8, 2001
7-8 p.m.

1. Introductions
2. Minutes of the previous meeting
3. Officer reports
 - a) Treasurer
 - b) Membership
 - c) Business outreach
 - d) Block Watch captains
4. Guests
 - a) John Givens, Phoenix Street Transportation Department
 - b) Tony Angler, Phoenix Traffic Division
5. Old business
 - a) Illegal dumping in alley update
 - b) Proposition 301 Block Watch grants
 - c) Daytime burglaries
6. New business
 - a) Tree planting program
 - c) Nominations for officers
 - d) Election of new officers
7. Open floor for member discussion
8. Adjourn

Next meeting: August 7, 2001, at 7 p.m.
at Marsha Smith's house, 1222 Rose Street.



Desert Mountain Neighborhood Association Minutes for July 8, 2001

REPORTS

Treasurer: We added \$35 to our account, bringing our total to \$324.23. No expenses were recorded. Membership: Tim Lewis announced that 21 welcome wagon packets were delivered in June to new residents.

Business: The Encanto Village Planning Committee has established an alliance between residents and businesses in our area. A major grocery store chain will be locating in the old shopping mall; the developer has expressed an interest in working with the neighborhood to address our concerns. Housing/maintenance: Lisa Smith announced that the Housing Committee helped three elderly homeowners clean up their yards over the weekend. Another three homes will be done in August; please see Lisa if you can help.

Block Watch: All has been quiet this summer. The Block Watch meetings are held every third Monday of the month.

GUESTS

John Givens of the Phoenix Street Transportation Department told us how to apply for street lights. The cost of each light is \$550. Members voted to table the issue until more money can be raised. Tony Angler of the Phoenix Traffic Division talked to us about cut-through traffic and some good ways to address it. Most members said they didn't like the idea of speed humps. Most liked the ideas of putting no left turn signs. Mr. Angler is willing to work with our neighborhood association to find a solution.

OLD BUSINESS: An arrest has been made for illegal dumping in the alley. The police say there has been a big decrease in illegal dumping since the arrest and said it was a Block Watch member who made the call that led to the arrest. Two Block Watch grants were submitted for areas within our boundaries thanks to the Block Watch Captains who helped collect information and write the applications. Next year all Block Watches should submit an application. Daytime burglaries continue to be a problem and you are reminded to make sure your doors and windows are locked when you leave for work.

NEW BUSINESS: Everyone is invited to come to the park for the GAIN event in October, 7 p.m., for free hot dogs and soda and to meet your neighbors. The Phoenix Urban Forestry program has given us 50 trees and a planting weekend has been set August 11th. Please volunteer to help plant these beautiful trees!

Nominations for 2002/2003 officers were as follows: President - Ran Vegas and Beatty White; Vice President - Zachariah Abraham, Trey Kies and Samantha Sooner; Treasurer - Bob Smillie; and Secretary - Terry Ruggels, Kevin Kilgore, and George Age. Elections followed the nominations and the new officers are:

President: Beauty White

Vice President: Trey Kiel

Treasurer: Bob Smile









Secretary: George Age

Next meeting is scheduled for August 7, 2001, at 7 p.m.

Publicity

Communication is very important to the success of your association. Sharing information is a great way to build a sense of community in your neighborhood, get new people to join your association, and enlist support for your events and programs.

Here are some ways to get the word out:

-  Publish a neighborhood association newsletter 4-12 times a year. Team-up with a nearby association to share the cost and work.
-  Announce your meetings and events in weekly area newspapers, and in schools, church and club newsletters.
-  Distribute fliers door to door.
-  Distribute a neighborhood survey (and the results) by mail, phone or door to door.
-  Ask permission to place notices, posters or fliers in laundromats, libraries, supermarkets, restaurants, local businesses, and waiting rooms in nearby dentist and doctor's offices.
-  Offer to be a speaker to business groups, service clubs, schools and churches.
-  Send letters.
-  Set up a telephone tree.



You are invited to a free ...

Community Picnic



If you live within the boundaries of Dunlap to the Arizona Canal and Central Ave. to 7th St., you are invited to attend a free community picnic!

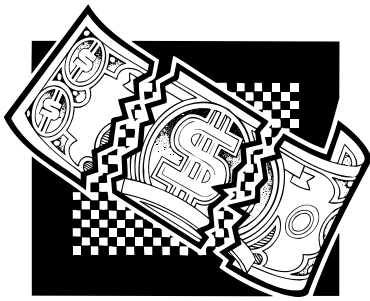


**Saturday, May 19
11 a.m. - 1 p.m.
Desert View School
8621 N. Third St.**

Help us beautify our neighborhood!
Meet your neighbors.

Central Ave. Dunlap 7th St. Arizona Canal

**Hosted by the Village Center Neighborhood Initiative Area Team
of the Phoenix Neighborhood Services Department**



Finances

Does every neighborhood association need a treasurer's report and a bank account? It depends on how active the association is, what its goals are, and how much money—if any—it collects. Every association that collects or distributes money should have a treasurer's report. Whether you need a bank account depends on how much money is involved.

Report for the Month of May 2000												
		Receipts		Cash Flow			Expenditures					
Date	Activity Description	Check #	Donations/ Fundraising	Received	Paid Out	Balance	Office Supplies	Printing	Crime Prevention	Clean-Up	Publicity	Misc.
5/1/00	Beginning Balance					\$1,347.86						
4/5/00	Sally Smith locker keys	1022			\$5.10	\$1,342.76						\$5.10
4/5/00	Bob Hoyt (donuts for meeting)	1023			\$10.03	\$1,332.73					\$10.03	
4/5/00	Terry Carr (binoculars)	1024			\$20.00	\$1,312.73					\$133.63	
	Voided Check	1025			\$0.00	1,312.73						
4/5/00	Chery Carr - newsletter copies	1026			\$231.05	\$1,081.68		\$111.38			\$119.67	
4/15/00	Store-It locker rental: 1 mo. \$10.00 + onetime fee \$20.83	1027			\$30.83	\$1,050.85						\$30.83
4/20/00	Chery Carr - April newsletter copies	1028			\$246.33	\$804.52		\$246.33				
4/20/00	Deposit: newsletter ad sales		\$305.00	\$305.00		\$1,109.52						
4/24/00	Store-It locker rental	1029			\$10.00	\$1,099.52						
5/31/00	Apr bank maintenance fee				\$10.00	\$1,089.52						\$10.00
			\$305.00					\$357.71			\$263.33	\$45.93
5/31/00 Ending Balance						\$1,089.52						

Bank accounts

Beginning associations probably do not need a bank account. Intermediate associations with stable or growing membership and bigger goals may benefit from having a personal or corporate checking or savings account. Advanced neighborhood associations may benefit from a bank account and may want to file for 501(c)(3) status as a charitable organization.

Personal account or corporate account?

An association can open a bank account with a member's personal Social Security number, or with a tax identification number obtained from the IRS. If the association uses a member's Social Security number, the person whose number is used is liable for paying taxes on the interest income reported by the bank to the IRS. Also, if there is ever a lien against the account holder's assets, the money in the account can be assessed.

Types of accounts

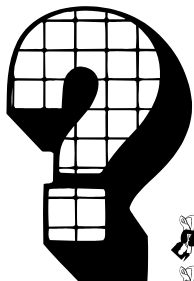
All bank accounts open to individuals are also open to neighborhood associations. Banks usually charge lower fees on checking accounts that maintain a minimum balance, so checking accounts are good for associations that need to make frequent, but not large, withdrawals to pay for expenses. Savings accounts are good for associations that don't need to make withdrawals very often; some also have limited check-writing privileges. Banks may waive service charges to organizations that provide a necessary public service.

Opening an account

To open an account with an organization tax identification number, bring a copy of your association bylaws or the minutes of a meeting. Also bring the names and titles of the members who will be authorized to conduct business for the organization. Personal identification, such as a driver's license, credit cards or a passport, is required to open any type of account. Signature cards must be signed by any member who will be signing on the account.

Associations that register as a charitable organization must provide a copy of the Articles of Incorporation stamped "Filed" by the Arizona Corporation Commission. You will also need the signature of an officer of the corporation or the designated director.

After you have provided the bank with documentation, the bank will provide a card with wording for a resolution to authorize the bank account. The resolution must be adopted by members of the neighborhood association or—in the case of a 501(c)(3)—the board of the charitable organization.








501(c)(3) Status





Benefits and disadvantages

Larger, well-organized groups may want to apply for status as a charitable organization, also known as a 501(c)(3).

Benefits

-  Qualify for grants from government agencies.
-  Qualify for grants from private foundations.
-  Provide tax deductions for your donors' gifts.
-  Receive tax exemptions from federal, state, local, income, property, sales and excise taxes.
-  Provide legal protections for the association's directors and officers.

Disadvantages

-  Must keep detailed financial records.
-  Required to prepare and file an annual report or other periodic report with the state.
-  Must make financial records available to organizations or individuals that contribute funds to the association.
-  Association must not engage in political activities such as campaigning, lobbying, or support of specific candidates for office.

Contact the Arizona Secretary of State and ask for the required materials and supplies for nonprofit incorporation. To apply for recognition by the IRS of exempt status as a 501(c)(3) charitable organization, use IRS Package 1023, Application for Recognition of Exemption. The application must be complete and accompanied by the appropriate user



fee. The organization should also request an employer identification number using Form SS-4, Application for Employer Identification Number, even if the organization does not have any employees.



Leadership: Finding and maintaining it

Part of the job of a neighborhood organizer is to identify and develop neighborhood leaders. People in leadership positions are responsible for coordinating the activities of a group, including activities designed to help the group achieve its goals and those to help members stay together and feel good about working together.

It is important for leaders to involve all group members in the decision-making process and to be sure everyone is heard before the group votes on an action or makes a decision. The qualities of good leaders include flexibility, the desire to listen and consider the opinions of others, the ability to clearly state goals and expectations, and a willingness to acknowledge the contributions and achievements of other people.

The task of recruiting and developing leaders should be an ongoing activity for all members of the neighborhood association. Sometimes leaders are reluctant to share authority or delegate responsibility, but that hurts the group in the long run: eventually these leaders may burn out and no one will be available to replace them. Part of being a good leader is helping others to grow into leadership roles as well.

Develop leaders	Avoid leader burnout
Search for many potential leaders, not just one or two.	Delegate responsibility: match members' personal needs with the needs of the group.
Encourage people to switch tasks and discover their strengths.	Break big jobs into small parts and assign to different people.
Remind members to be open to change: bring in new members and leaders.	Encourage teenagers to get involved in association activities.
Encourage people to communicate in a positive and productive manner.	Focus on goals and achievements, not personalities.



When members disagree

Neighborhood associations, like any group of people, can run into problems with personality conflicts, burnout and leadership issues. When problems occur, encourage open and respectful discussion among association members. One way to avoid conflict is for association leaders to invest time in consensus building before key votes are taken.

Consensus building








Consensus building is a process in which groups of people who disagree are encouraged to share information and negotiate to reach the goals of the association. Each member of the group should be asked for their opinion and each should be willing to accept less than everything they want in order to help the group move toward its goal. A majority vote does not represent a consensus. Instead, the most acceptable alternative for all members should be offered and explained; this approach requires members to be flexible and willing to accept less than everything they might want.

Managing conflict

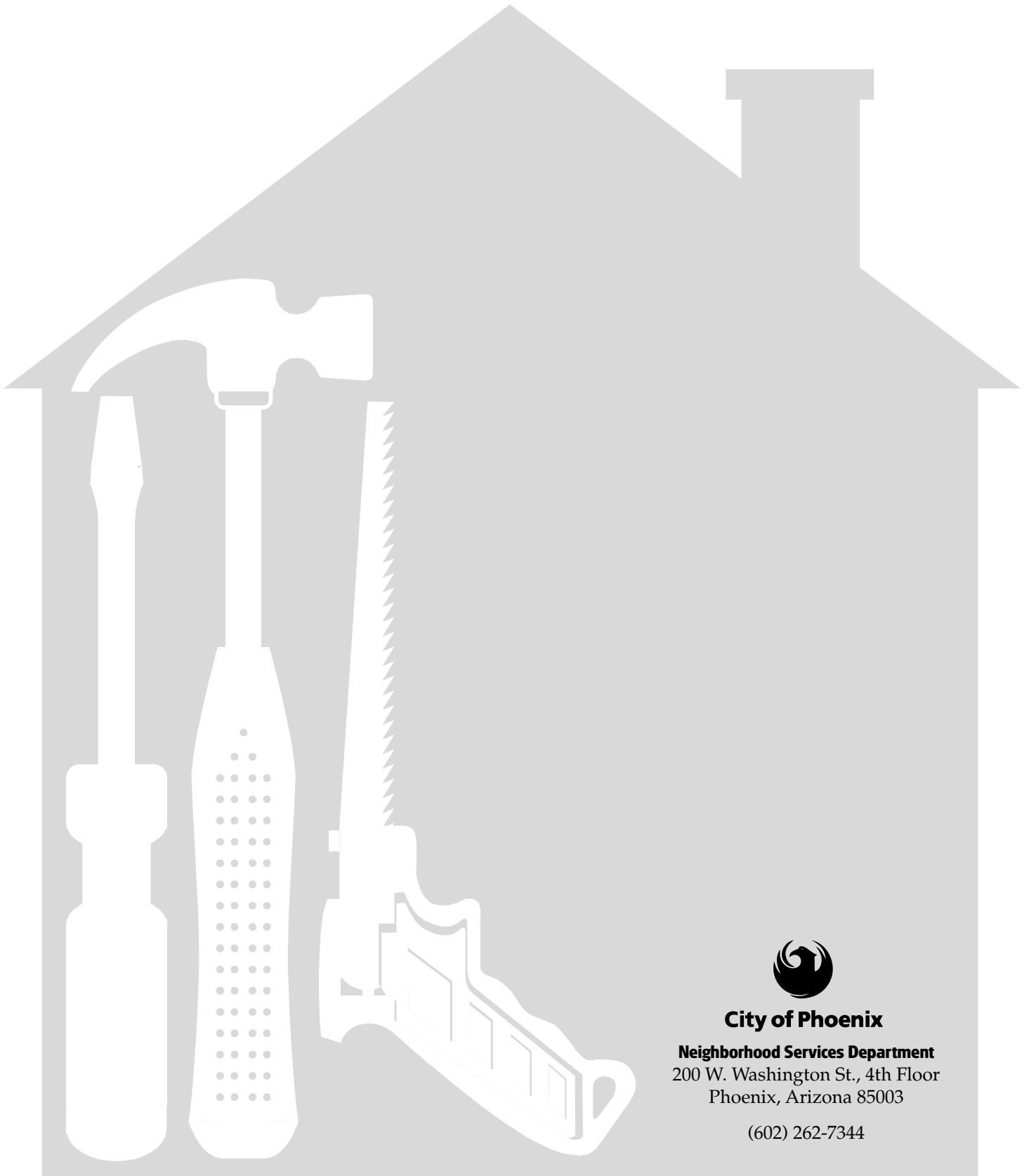
Some people try to avoid dealing with conflict because it makes them uncomfortable—and some people try to approach conflict as if they were in a battle, determined to win. But it's best to address conflict immediately so it won't damage personal relationships or the association, and many disagreements can be resolved with negotiation. Disagreements among association members can be an opportunity for growth, change and new understanding.



Tips for handling conflict

-  Talk directly to one another, face to face. Direct conversation is more effective than sending a letter or complaining to someone else.
-  Choose the right time to talk. Find a neutral place where you can both talk undisturbed for as long as it takes. Approach the other person and ask if you can set a convenient time to talk.
-  Think about what you want to say ahead of time. State the problem, how it makes you feel, and offer a solution. Don't blame or interpret others' behaviors.
-  Don't blame or call names. If you make the other person angry, they are less likely to be calm with you.
-  Listen to the other person. Give them a chance to tell their side of the story completely. Although you may not agree with what is being said, show that you are listening by saying that you hear what they are saying and are glad that you are discussing the problem together.
-  Negotiate a solution. Ask "What can we do to improve the situation for both of us?" or "What can we do to resolve our differences?"
-  Check back with each other. Ask the other person, "Is this working for you?"

People who cannot resolve serious disagreements on their own may want help from a trained mediator. A mediator is a neutral person who will help neighbors in conflict create their own solution to the problem. For help finding a mediator call the Neighborhood Services Department at (602) 262-3738 and ask to speak to the Neighborhood Specialist assigned to your city council district.



City of Phoenix

Neighborhood Services Department
200 W. Washington St., 4th Floor
Phoenix, Arizona 85003

(602) 262-7344

Esta información está disponible en español.

To receive this information in
alternative print/audio formats, contact
the Neighborhood Services Department
ADA Liaison.

Voice number (602) 495-5459.

TTY (602) 495-0685