

# ORGANIZER'S WORKBOOK

*Moving Your Neighborhood From Good to Great!*



Indianapolis neighborhoods are great places to live, work, worship and raise a family. As our neighborhoods continue to grow and change, we must continually work together to nurture new leaders that step forward, building upon the resources that already exist in each of our communities. Through this work, we are encouraging all of our neighbors to play an active role in designing the future of our community.

Before you can develop your community's plan, it's important to ensure that as many people as possible who have a stake in your neighborhood, are engaged and at the table, ready to help design that plan.

That's what this book is about. It's an easy to follow guidebook full of practical tools to help you and your neighbors organize, as more and more people get excited about planning for the future of our neighborhoods. The lessons, tips, and stories found in this workbook will help you as you prepare for comprehensive, quality-of-life planning in your community. This workbook is the third in a series of guides produced by the Great Indy Neighborhoods Initiative (GINI); be sure to check out the other two guides, the Resource Guide and the Planning Guide! The Great Indy Neighborhoods Resource Guide is designed to help Indianapolis neighborhood residents and organizations find resources and partners to help bring about comprehensive neighborhood development, the Organizer's Workbook is designed to help lead your neighborhood into the quality of life planning process, and the Great Indy Neighborhoods Planning Guide walks neighborhoods through the Quality of Life planning process. Where the lessons of this workbook end (though engagement is an ongoing process!), the planning guide picks up. To access the planning guide, go to [www.greatindyneighborhoods.org](http://www.greatindyneighborhoods.org), or call Local Initiatives Support Corporation (LISC) at 396-0588.

As you read through this workbook, you'll immediately see that it operates from the philosophy of asset-based community development (ABCD). This workbook reminds us to: see assets, not liabilities; develop the strengths of our neighborhoods, and not focus on the weaknesses; and, learn from one another, so that we can collectively implement positive change, instead of languishing alone in frustration. Every neighborhood in this city has within it a capacity for greatness that it is either unavailingly demonstrating or patiently waiting to reveal.

The goal of this book is not to tell you to "fix" neighborhood problems, but to demonstrate how to recognize the assets, to provide the lessons and to empower our communities so that we can build our communities and neighborhoods for ourselves. As you explore this workbook, you'll read about neighbors from across this city, connecting with one another and making real, lasting change in their community.

All along the way throughout your journey, INRC is here to help! Please don't hesitate to contact us at 317-920-0330 or at [www.inrc.org](http://www.inrc.org) for more tips, coaching, best practices, and more, as your neighborhood moves from good to great. The resource guide can also help you identify some of the many resources that exist in our community. Check out [www.greatindyneighborhoods.org](http://www.greatindyneighborhoods.org), or call us at INRC for your copy.

Tell us your story. Share your expertise with your fellow neighbors and with us.

Keep in touch.

**INRC**

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# NOTES (OR DOODLES)

Lined area for notes or doodles.



# ASSET-BASED COMMUNITY DEVELOPMENT



Start Here



How you perceive the neighborhood that you live or work in is going to profoundly influence the way that you act. Typically a neighborhood is seen from the perspective of its largest deficits. “That is a dangerous neighborhood”, “That neighborhood looks trashy”, “There is a lot of poverty in that community.” How many times have you heard that as a first description of a neighborhood? We all know about the negative things that are a part of our community, but, at the other side of every deficit, is an asset begging for some attention. Asset-Based Community Development (ABCD) is intentional about keeping our focus on those assets and celebrating what is right with our community. You will notice that as people begin to talk about the positive things in the community, when they are encouraged to talk about what is working, when they learn of all the great resources that are in their neighborhood (and in some cases have always been available in their neighborhood), the energy level will increase exponentially.

## What's Covered

- Glass Half Empty or Half Full
- The Asset Map





## WHAT DO YOU SEE IN THIS GLASS?

Asset-Based Community Development is not something that you whip out of your “tool bag” when you cannot seem to solve the problem with which you are faced. It is a complete shift in the way you approach the work you do, the people with whom you are working, and the communities that you are trying to organize. At its most basic level, it is like the old lesson of the half-full/half-empty glass. When you look at the glass, what do you see? The normal “answer” to that question is that if you say half-full you are a positive thinking person and if you said half-empty, you are a negative thinking person.

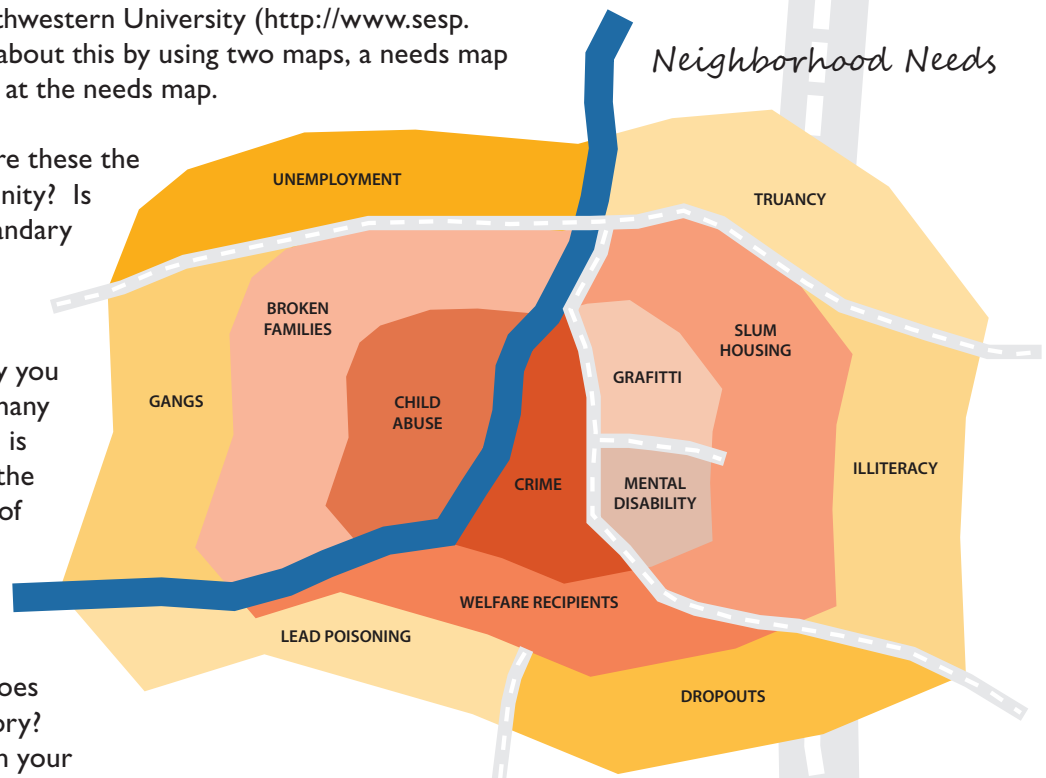


There is probably some truth in that, but the real answer is that it is both. The glass is both half-full and half-empty. This is a simple yet dynamic way to think about all of us. We all have a half-full side: our gifts, skills, passions and talents. But we also all have our half-empty side: our deficiencies, problems and bad habits. Imagine for a moment that you were asked to write down on a note card the thing about yourself that you hate the most... that one thing that you are even embarrassed to talk about with family. For most people it would be difficult to even write it down. Now what if you were asked to tape it to your chest and walk around with it there for the rest of the day. Not interested? Why? Probably because you understand, that one thing does not define who you are. There are just as many things about yourself that would tell a much better story about who you are. How many times have you judged somebody for that one bad trait? We have all done it. We are trained to do it. Should a single mom be defined by her “single momness”? Should you define someone who is blind by their blindness? Is that all that they are? Of course not.

Our communities fall into this same category. In every community there are problems and issues. These tend to be well-documented by the media, universities, and the social service industry. A neighborhood's problems are well-defined: crime, drugs, low graduation rates, broken families, etc. The list is seemingly endless depending on the community you live in. But is that it? Is that the only thing that defines your community? Of course not. John McKnight and Jody Kretzmann of the Asset Based Community Development Institute at Northwestern University (<http://www.sesp.northwestern.edu/abcd/>) talk about this by using two maps, a needs map and an asset map. Take a look at the needs map.

Is that your neighborhood? Are these the things that define your community? Is that the whole story? The quandary that exists is that all or most of those things exist in our neighborhoods, but it is not the whole story. It is the story you hear on the news, or even at many neighborhood meetings. Who is going to tell the other part of the story? What is the other half of the story... the full half of the glass? Now take a look at the asset map.

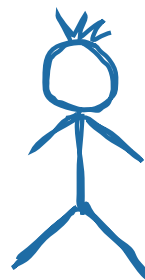
Is that your neighborhood? Does this map help complete the story? These are the assets that are in your community. Every neighborhood has them. The problem is that we are so focused on what is wrong that they too easily become overshadowed. To focus on these assets, to be the one who tells the story of what is going right with your community, is the true work of the organizer. Exploiting the anger in somebody is an effective way to organize them for the short-term. Giving them hope, showing them all of the great things that neighbors are already doing, will organize them for the long haul.





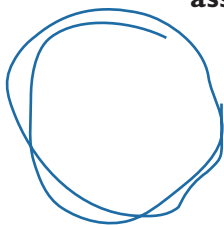
## THE ASSET MAP

If you will notice, the asset map is broken into 5 areas. It is very important to start at the center. The center of every community is the people that live there. **Individuals** should be the focus of anything that is done. It was mentioned before that each person has a full half and an empty half. The full half is what we are concerned with. Every person has skills, talents, gifts and passions that can be used for the community if they were known and the person was asked if s/he would be willing to use them. How can we find out what these gifts and talents are? We ask of course. This has been done in a number of ways. The most effective way is that people simply get to know their neighbors. As these relationships form it will become evident what skills and talents exist. Other ways that this has been done are skills inventories. People are asked to complete a questionnaire that begins the process of inventorying what they are good at, what they would be willing to teach and what they would be willing to learn.



Another way to find out about your neighbor's gifts, skills, and talents is to designate someone as the collector of this kind of information. In the Mapleton Fall Creek neighborhood, the folks at Broadway United Methodist church designated De'Amon Harges as the "Roving Listener". As you'll read more about in the section on Communication, his task is to roam throughout the neighborhood talking and, more importantly, listening to what neighbor's interests and skills are. He then works to connect people in the neighborhood based on those interests and skills. This is a way to not only find the information that you are looking for, but also to build the network of connections in the neighborhood.

The second area of the asset map that you should focus on is the **associations** that exist in every single community. What are these associations? Typically within ABCD, a circle is used to symbolize associations. An association is any group of people that come together because of a shared interest or because of a common cause. What are some of the associations in your community?



The use of associations for organizing a community can be traced back to the beginning of the United States. But, it was Saul Alinsky, in his organizing of the Back of the Yards Neighborhood in Chicago, where this idea was demonstrated. His insight was that the residents of this community were already very organized through the churches, labor unions, social athletic clubs, political parties, or fraternal organizations. These associations of people already exist.





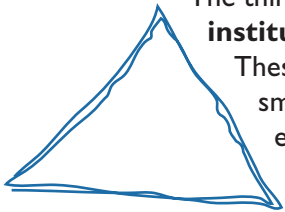
Your neighbors are already organized in various ways. You do not have to recreate the wheel. You may think that your community does not have these organized associations. They are there. You may have to dig deep to find them. A study conducted by the ABCD Institute showed that even in one of the poorest areas of Chicago, the Grand Boulevard Neighborhood, there were over 200 associations that were actively meeting (Kretzmann, McKnight, & Turner, 1996). The work of connecting some of these 200+ associations displays endless possibilities of improving the community.

How do you begin to identify all of the associations in your community? Start with yours! Take a few minutes and jot down all of the groups that you are involved with. What about the ones that your friends and family are involved in? Your list will grow very fast (refer to INRC's website at [www.inrc.org](http://www.inrc.org) for help identifying existing associations). You've begun to develop a good list, but now what? If that is as far as you go your list is almost worthless. Go out and talk to them. Why do they exist? What are they doing currently? What are they willing to do if asked? Begin to connect groups that seem to have similar missions or interests. Begin to communicate all that is going on in the community with these groups and see if they fit in somewhere. How can a gardening club or a senior citizens group be a resource to the local little league? How could a knitting circle or a church choir be a resource to the local elementary school? The connections and the possibilities that arise are endless ... but, someone or some group of people needs to help weave those relationships.



The third area that is important to a community is the **institutions** that support or call your community home.

These could be businesses, local government, large and small non-profit organizations, schools, hospitals, libraries, etc. All of these institutions could have space, expertise, buying power, employment opportunities and many more great things that are a strong asset to your community.



On the east side of Indianapolis, Community East Hospital is not only home to many of the neighborhood meetings that take place in their community, but they have stepped in to help address community development issues that have arisen in their community. They are not only devoting space, but staff time and money to help support neighborhood-driven initiatives like the Emerson Avenue Gateway Project. The Community Hospital Foundation is providing the \$250,000 match of a one million dollar Transportation Enhancement grant to improve this corridor. This is a great example of how a local institution can support the residents and associations to improve the quality of life of a community.

“How can you possibly know what you need until you figure out what you have?”

John McKnight

The fourth area of our map is the Physical Space or **Land** that is so important to any community. It could be the obvious, like the parks or greenways, or the less-than-obvious assets like parking lots or abandoned houses. All of these are tremendous assets and opportunities for communities. In keeping with our theme, all of the negative issues that exist with our land are well-documented; your job is to look at the potential and the opportunities that exist in these spaces. To find a block with 5 or 6 abandoned homes could be looked at as a deficiency, a severe crime problem, or just more examples of disinvestment. It could also be looked at as a wonderful opportunity for large scale development or an opportunity for a community development corporation to develop affordable housing. This applies to all of the land that you have in your community, whether it be turning vacant lots into community gardens or meditation parks like ReImagine Neighborhoods did on Indianapolis's Near East Side, or turning a greenspace owned by a neighborhood business into a Farmers Market every Saturday during the summer, like the residents of the BRAG neighborhood did on the Northeast side of town.

The final area that makes up our asset map is the **exchange** that happens in our community. One way to explain this is the number of times a dollar can circulate through your community without escaping. Think about the money you spend on a weekly basis. How much of it is spent in the neighborhood? Does it stay in the community longer if it is spent at a local independent business or a franchise of a national retailer? Do your local businesses hire and buy locally? Many communities throughout the country are working on these issues of exchange. “Buy Local” campaigns and co-operatives are gaining momentum. Your community will be a lot healthier if the money that comes in every week does not leave just as fast.

## THE BATTLE FOR LANGUAGE

Be aware that, just because the language of assets is used, it may be covering up the same old needs-based work. Something that has become prevalent in recent years is the co-opting of the language of asset-based work, or strengths-based, as some fields call it, while not integrating the entire philosophy upon which the work is based. Asset-Based

Community Development (ABCD) is not one tool of many that one can try for a specific project. As you will see, the ABCD philosophy is one which informs all aspects of a neighborhood's work.



As you have been going through this section you have been introduced to the idea of Asset Mapping. Asset Mapping is pulling together of your community's assets into a usable format. The important thing to remember is that the data collection that is involved in the mapping process is only the start. If you do not do anything else it will not organize your community; it is just words on paper. The real work of Asset Mapping occurs when you begin to make those connections. Linking the Senior Citizens group to the Little League is where the magic begins to happen.

Putting together a good Asset Map will require a knowledgeable group of neighbors that can help you identify everything. As a group, begin to fill out the blank form provided as best as possible. Remember that an Asset Map is never finished. You will continue to add and subtract things from the map as time goes on. Let's begin to construct an asset map for your community.

TRY IT!

## OUR COMMUNITY'S ASSET MAP

### Associations

List the Community Organizations  
(i.e. Neighborhood Associations, Block Clubs, etc.)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_



### List the Social and Civic Clubs

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### Institutions

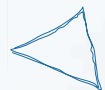
List all of the Faith-Based Organizations, Schools, etc.

Faith-Based Organizations

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Schools

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_



List the other Institutions in your community  
(i.e. Hospitals, Businesses, Non-Profits, Government, etc.)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Now the real work can start. Talk about what each of these groups can contribute. Begin to experiment with ways that these groups can connect.

# REAL LIFE SCENARIO

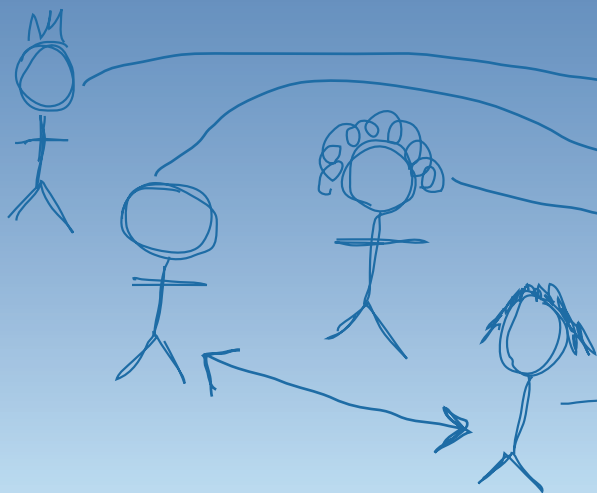


Oasis of Hope moved into their new church in June of 1989. In their new home in the Martindale Brightwood Neighborhood, it became apparent that the apartment complex just east of their new building was going to be an issue. This apartment complex was in miserable shape and at the time showed no promise. If one were to look at it through the half empty glass all they would see was a run down apartment complex, full of crime, full of poverty and a real challenge to Oasis of Hope's new home feeling like a safe place for members to be. Maybe the rational response would have been to go after the owners or HUD who was subsidizing many of the units. To argue that it should be torn down would have been much easier. Reverend Frank Alexander always looked at it a little differently. He saw this old dilapidated apartment complex as a tremendous asset and, when the opportunity came about, formed a Community Development Corporation out of the church and purchased what was to be New Bridges Apartments. After a tremendous amount of work and millions of dollars, New Bridges stands as an example of what local institutions can do when they view their community and all the assets that fill it from the half full perspective.

## TIPS

- When thinking about your community, always be thinking about the connections that are possible.
- Find the people in the neighborhood that are connected to a number of different groups. Pull them in and have them help you brainstorm possible connections.
- Have an entrepreneurial spirit when it comes to community possibilities. Do not discard something that seems like a "crazy" idea.

# COMMUNITY ORGANIZING



When it was decided to develop this handbook, it was agreed that the concept of a community organizer would be something that may need some explanation. The word “organizer” may conjure up negative images, but those images are not the reality. A community organizer is a person that listens to, and mobilizes, people to make their community a better place. Some people may call this a community builder or a community coordinator. In this section you will learn about the history of community organizing. You will also be introduced to some tools and strategies that can help you organize your community.

## What's Covered

- What is an Organizer
- History of the Profession
- Let's Get to Work- Conducting Asset Inventories
- Campfires or Third Places
- Sometimes Problems Do Exist







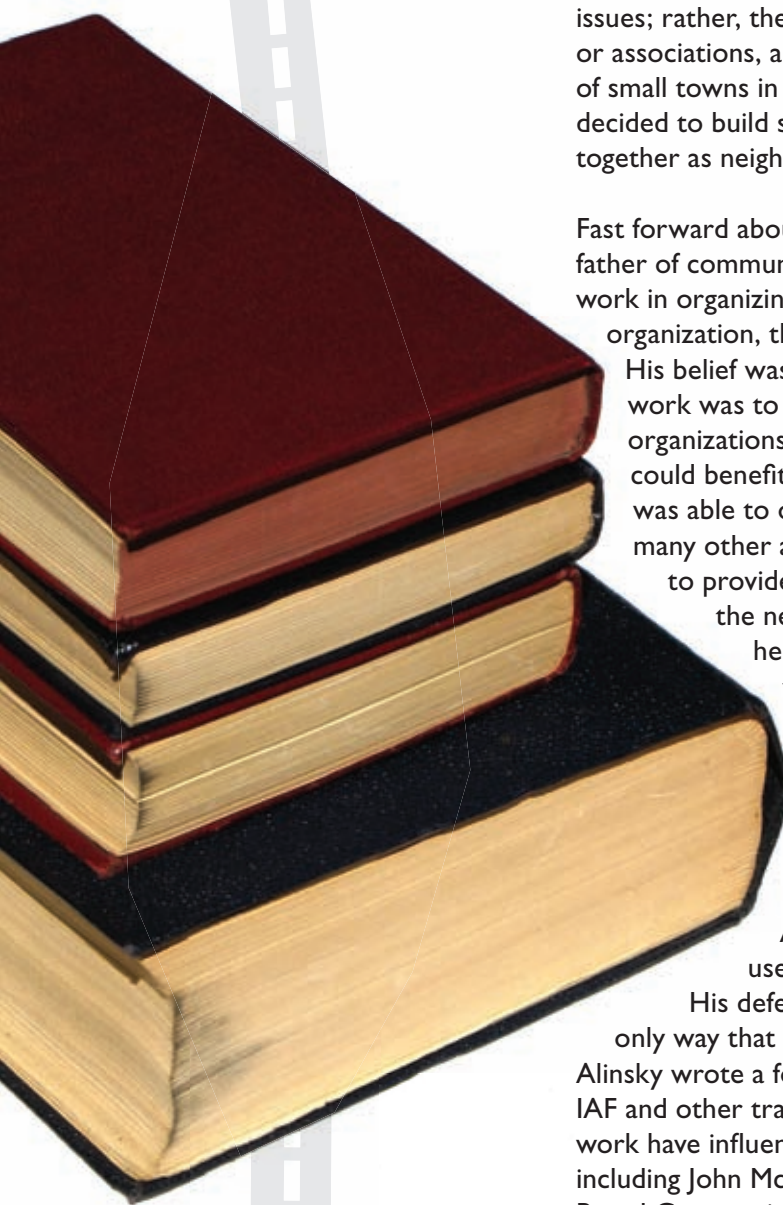
## THE HISTORY OF THE PROFESSION

One could probably trace the history of community organizing in the United States back to the earliest days of the country. You can get some great insights into this in Tocqueville's masterpiece, "Democracy in America" (Tocqueville, 2003). In this view of life in America in 1831, Tocqueville wrote about how, in America, people would not wait for the government or some authorized agent to come and fix all of their issues; rather, they pulled themselves together into small voluntary clubs, or associations, and took care of it themselves (2003). He told stories of small towns in America having issues getting around in town, so they decided to build sidewalks from building to building (2003). They came together as neighbors to improve their quality of life. Sound familiar?

Fast forward about a hundred years to who many people regard as the father of community organizing, Saul Alinsky. Saul is most famous for his work in organizing what many people believe to be the first community organization, the Back of the Yards Neighborhood Council in Chicago. His belief was that people are already organized, and that the real work was to use their self-interests to build an organization of organizations that could come together when there was an issue that could benefit those shared interests. In Back of the Yards, Alinsky was able to organize the labor unions, the Catholic Church and many other associations to win bargaining rights for the union, and to provide thousands of hot meals every day for the children of the neighborhood. Alinsky documented his ideas and what he learned in Chicago into what many people believe is the single best resource for young organizers, "Reveille for Radicals" (Alinsky, 1989a). Alinsky continued to organize groups in Chicago and around the country. He helped found the Industrial Areas Foundation (IAF) as a training school for young organizers who wanted to learn the trade.

Alinsky's style is often criticized for the tactics that he used and for the way he used controversy as a change agent. His defense was that controversy and organized people were the only way that those with power would ever concede.

Alinsky wrote a follow-up book, "Rules for Radicals." (Alinsky, 1989b) The IAF and other training schools who offer programs based from Alinsky's work have influenced just about every community organizer in the country, including John McKnight and Jody Kretzmann, the co-founders of the Asset-Based Community Development Institute.



## LET'S GET TO WORK

Core to what a community organizer needs to do is build relationships. If you do not know the people that you are trying to organize, you will be fighting a losing battle. It is important to build relationships with all the people in the community. This includes first and foremost the neighbors who may be disenfranchised, or have never had their voice listened to. Find out what they are interested in. Find out what it is that will make them want to act. Once you know what makes them want to act, connect them with other people who feel the same way.

Alinsky-style organizing would have you go door-to-door asking people what is wrong with their community. Once you find enough people with the same problems, then you organize around that. This kind of strategy can and has been very effective, but it is not the only answer. Sometimes “us versus them” is not the only approach available. Organizing from an asset-based approach would have you start by taking an inventory of what is going right and organizing around that. Over the long-term, this is much more sustainable because when people organize around problems, they typically disorganize once the situation gets better. But, when people organize around the positive attributes in a community, there is no endpoint.

Conduct an asset inventory of your community. Find out from residents what skills and talents they have that they would be willing to share with the rest of the community. Find out what associations, or voluntary groups, exist in your community and determine how they could be used. Identify the local institutions and strategize about what resources they have that could be used in the neighborhood. Inventory the land or physical assets of the community. Begin to document the exchange that takes place in the neighborhood, and start thinking about the exchange that could happen. As stated in the section on ABCD, how can you know what you need until you first know what you have?





## CAMPFIRES OR THIRD PLACES

One of the most important ways to build relationships in a community is to have those places that are safe for neighbors to come together. You can think of them as community campfires. These are gathering places where neighbors can connect, share stories, and begin to rebuild that social capital that so many think are eroding. Use the metaphor that Ray Oldenburg uses in his works about the “Third Place” (Oldenburg, 2002). He says that our home is our first place and that our work is our second place (2002). This leaves all the other places where we spend time with others as the Third Place (2002). He is convinced that these third places are vital to “construct the infrastructures of human relationships,” (2002, p. 2).



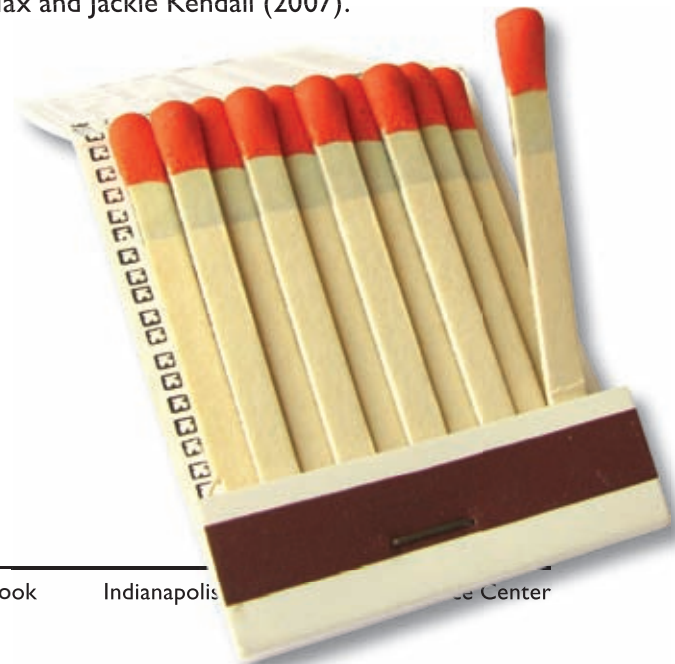
An important job of an organizer is to ensure that such places are identified, and that neighbors are aware of them. The Brookside Neighborhood on the Near East Side has taken this idea to heart and has reclaimed an old tavern in their neighborhood and has promoted specific times when neighbors should come and get to know each other. Maybe it is not a tavern, maybe it's a coffee shop or a library. It really does not matter what the third place or campfire is; what matters is that they exist and that neighbors are connecting.



## SOMETIMES PROBLEMS DO EXIST

As discussed in the section on ABCD, just because you focus on the full half of the glass, does not mean that the empty half does not exist. From time to time, your community will come up against problems that need to be addressed. The Midwest Academy ([www.midwestacademy.com](http://www.midwestacademy.com)) has identified the steps necessary to advocate on your neighborhood's behalf. The steps are examined in their, “The Six Steps of Direct Action Organizing” which can be found in the book *Organizing for Social Change*, written by Kim Bobo, Steve Max and Jackie Kendall (2007).

### **The Six Steps of Direct Action Organizing**





When we engage in Direct Action Organizing we organize a campaign to win a specific issue; that is, a specific solution to a specific problem (Bobo, Max, & Kendall, 2007). An issue campaign usually goes through this series of stages.

1. People identify a problem

The people who have the problem agree on a solution and how to reach it. They may define the issue narrowly: “Ensure that our landlord returns our rent deposits when we move out.” Or, they may define it more broadly: “Make the city council pass a law requiring the return of rent deposits.”

If the landlord owns only the one building, the tenants may be able to win on their own. But, if the landlord owns many buildings around the city, then building a coalition to pass a law might be the best way.

2. The organization turns the problem into an issue.

There is a difference between a problem and an issue. An issue is a specific solution to a problem that you choose to work on. You don’t always get to choose your problems. Often your problems choose you. But you always choose your issues, the solution to the problem that you wish to win. Air pollution is a problem. Changing the law to get older power plants covered by the same air quality regulations that apply to newer plants is an issue.

3. Develop a strategy.

A strategy is the overall plan for a campaign. It is about power relationships and it involves asking six questions:

1. What are your long and short term goals?
2. What are your organizational strengths and weaknesses?
3. Who cares about this problem?
4. Who are your allies?
5. Who has the power to give you what we want?
6. What tactics can you use to apply your power and make it felt by those who can give you what you want?

4. Bring many people to meet with the decision maker.

Use large meetings and actions to force the person who can give you what you want to react. That person is the decision maker. The decision maker is often referred to as the “target” of the campaign. The decision maker is always an individual person or a number of individuals, never a board or elected body as a whole. Decision making bodies must be personalized. So, if you are trying to get something passed by the City Council, for example, you don’t say the decision maker is the City Council. Rather, you need specific members of the council to vote on an issue. Who are they? Name them. What is your power over them? Do you have members in their districts?

5. The decision maker reacts to you.

You either get what you want or you have to go out and organize larger numbers of people for a second round of the fight. Sometimes it takes several rounds before the fight is won. That is why we think of organizing as an entire campaign, not just as a series of one-time events.

6. Win, regroup, and go on to next campaign.

*Note: From Organizing for Social Change: Midwest Academy Manual for Activists, by K. Bobo, S. Max, & J. Kendall, 2007, 3rd Edition, Cabin John, MD: Seven Locks Press. Adapted with permission.*

“Social advance depends as much upon the process through which it is secured as upon the result itself.”  
*Jane Addams*

# TRY IT!

Think of a problem that exists in your community that you believe needs to be addressed. Walk through the first three steps referenced above. To help you better organize step 3, use the “Developing Your Strategy Chart” that is available on INRC’s website at [www.inrc.org](http://www.inrc.org). There is also a sample that has been filled out for your reference.

## DIRECT ACTION ORGANIZING

- ① Identify a Problem
- ② Turn the problem into an issue
- ③ Develop a strategy

Tom and Sarah Glass became concerned about a business in their west side neighborhood. The business, a crematorium, emitted unpleasant odors and created a general nuisance for the neighborhood. To the Glass's, it appeared that the crematorium was operating with little regulation, or oversight. It was clearly hindering the quality of life in their community and current zoning code seemed inadequate or was being violated.

Moved to act, Tom and Sarah began having conversations with others. They spoke with people from the neighborhood, newspapers, city officials, environmental specialists and other neighborhood leaders. The message they received from all of these conversations was twofold: the current zoning ordinances for crematoria were inappropriate and they needed to engage their neighbors around this issue to make a lasting impact.

Tom and Sarah hit the streets of their neighborhood. They informed neighbors about the issue, gathered their neighbors' interest in making change, and successfully organized a resident-led neighborhood association for the area, 500 View Neighborhood Association. "We made sure we had neighbor support. That way, when we needed to approach city officials, it meant more." Tom explains.

Together, as an organized group of neighbors, residents of the newly formed 500 View Neighborhood Association worked with city officials, planners and environmental experts and successfully changed important regulatory requirements for stand-alone crematoria. Eventually, with several successes in their back pockets, residents in the 500 View Neighborhood were able to force the crematorium to change its practices and stop taking away the quality of life in that neighborhood.

## REAL LIFE SCENARIO



### TIPS

- There are two types of power: organized money and organized people.
- Spend a lot of time developing your plan. Organizing is not only about action, it is also very strategic.
- Organize for the long-term. Don't quit connecting with each other after one or two victories.





# DEVELOPING AN ORGANIZER WORK PLAN

Plan, Plan, Plan! You'll notice that, as an organizer, most of your work will revolve around planning and the implementation of those plans. So... what is planning? First, let's take a look at a few definitions of the core word, "Plan":

plan /plān/ [n]:

1. A system for achieving an objective: a method of doing something that is worked out in advance.
2. An intention: something that somebody intends or has arranged to do (often used in the plural)
3. A layout: a drawing or diagram on a horizontal plane of the layout or arrangement of something.
4. A list or outline: a list, summary, or outline of the items to be included in something such as a piece of writing or a meeting.

(Encarta® World English Dictionary, 2007)

After viewing this, you'll see that planning is about creating a detailed list of what you intend to accomplish within a certain timeframe. As you begin planning, be sure that you know why you are planning, who should be involved in creating your plan, and what should be included in your plan. Having a good plan will allow you to be more effective in the approach to your work.

## What's Covered

- 6 Why a Plan?
- Who Should be Included in Creating Your Plan
- Developing Your Work Plan
- Who Can Assist Me? Asset Mapping
- 6 What Training is Available?





## WHY A PLAN?

A good plan needs good implementation.

*Bryan W. Barry*

Creating a plan for the work that you'll be doing with neighborhoods is essential. A plan is your road map to organizing goals, moving to action, and making yourself accountable in completing your work. Depending upon your community's focus, your plan may have many goals that you want to achieve. Some of them may include organizing and/or facilitating neighborhood or advisory team meetings, networking with neighborhood leaders, coordinating a study circle, or engaging target audiences within the community. Your work can help manage these goals and tasks.



## WHO SHOULD BE INVOLVED IN CREATING YOUR PLAN?

One of the exciting tasks of an organizer is to network and bring people together around issues and initiatives within your neighborhood. It is important to conduct one-on-ones with community leaders and talk to stakeholders to get a pulse on what's happening (See section on Engagement). Your fellow association members, supervisor and/or steering committee should work with you to craft achievable goals. After looking at all of the sources that you already know, it may be helpful to think of other target audiences. A target audience is a group of people that tend to have little or no representation in the community. For example, if you are working with homeowners within a specific neighborhood, it is important to gather input from renters and apartment dwellers as well. Getting this kind of input can give you a more comprehensive view. The idea is to engage as many people as possible and to allow them to feel like they are part of the process.

### EXAMPLES OF GROUPS THAT YOU MIGHT CONSIDER TALKING WITH:

- |   |   |
|---|---|
| ◀ Apartment Dwellers  | 6 Institutions (schools, faith-based organizations, libraries, hospitals) |
| 6 Financial Institutions (Banks, credit unions, brokers)                                      | 6 Homeowners, Homeowners Associations                                     |
| 6 Local or Small Businesses   | 6 Neighborhood Associations   |
| 6 City/County Officials (Police, Fire, Mayor's Office, elected officials, Health Dept., etc.) | 6 Real Estate Agents  |
| 6 Faith-Based Community   | 6 Renters   |
| 6 Youth and Young Adults  | 6 Schools and Universities  |

As you network with these groups, you should begin to determine who will be your partner and how they will be a resource as you work towards your goals.



# DEVELOPING YOUR WORK PLAN



## ORGANIZER'S WORK PLAN: DATE/ YEAR

Description of Task	Goal/Outcome	Resources	Timeframe/Deadline	Result upon completion	Partners: Committed/ Potential
Convene Neighborhood Advisory Team	<ul style="list-style-type: none"> <li>To engage residents, businesses, faith-based institutions</li> <li>To develop a strategic plan that will ...?</li> <li>Coordinate and facilitate four quarterly meetings</li> <li>Complete and provide copies of the Quarterly minutes for each member.</li> </ul>	<ul style="list-style-type: none"> <li>Work with supervisor and a board member to set agenda</li> <li>Use laptop computer (Word) to create agenda, minutes, and other materials that may be needed.</li> </ul>	Complete by the 15th day prior to the meeting month.	<p>Q1 – Fourteen stakeholders in attendance – will bring others to the table at the next meeting</p> <p>Q2 – Twenty stakeholders beginning to set goals for 2008 – 2009.</p>	<ul style="list-style-type: none"> <li>Neighborhood groups</li> <li>Local Businesses</li> </ul>

- **Description of task** – Now that you have had input from others, begin to list the task(s) that will need to happen in order to reach the larger vision of the community.
- **Goals/Outcomes** – What is the purpose of the task?
- **Resources** - Who and/or what can assist you in performing or completing the task?
- **Timeframe/Deadline** – In order for you to stay on target, it is important to set dates of completion so that information is timely and not rushed.
- **Results** – Once this task is completed, what should you see happening?
- **Partners** – Along with resources, it is important to find out who can have influence and bring new ideas to the table.



## WHO CAN ASSIST ME? ASSET MAPPING

Now that you have begun to work with residents, stakeholders, leaders, businesses and others within your community and have gathered information about what your neighborhood's vision is for moving forward, it's time to look at the partners and resources that it will take to get things done.

One way to do this is by Asset Mapping. Asset Mapping allows you to find out what is already in the community to assist you with getting things done. It also keeps you from wasting time and other resources. For example, you may be trying to find grant opportunities to start a youth program because you have been told by stakeholders that the children in your neighborhood have nowhere to go after school. By first mapping out all of the youth providers within that neighborhood, you may find that there are lots of programs, activities and events already set up for area children. To help you develop a comprehensive map it is important to remember five areas of concentrations (see the section on ABCD):

- **Individuals:** People within your community have gifts, skills and talents. It will be helpful to tap into these assets to find out who can help you get things done. As you talk with people, what are the assets that they are willing to share?
- **Associations:** People are connected to associations. From neighborhood groups, women's leagues, to clubs, associations can move and motivate not hundreds, but thousands of people toward a common cause. What associations are people connected to in your neighborhood?
- **Institutions:** (schools, faith-based organizations, museums, etc.) Institutions can offer a wealth of assets. They can offer space for meetings, copying/ printing capabilities, financial support, and can use their credibility and influence to help with your neighborhood's efforts. Can you identify at least 5 institutions within your area?
- **Land:** In your community you have parks, community gardens, as well as vacant lots. Land can be a wonderful asset once the community begins to come together to create positive, viable things to do with it. What are the land assets in your community?
- **Exchange:** Exchange speaks to the economy of your community. It is the way that money flows with the neighborhood. Are there opportunities within your community for residents and other stakeholders to be consumers? Do people go out of the community to get what they need?



## MY WORK PLAN

### Description of Task



## WHAT TRAINING IS AVAILABLE FOR ORGANIZERS?

The Indianapolis Neighborhood Resource Center (INRC) offers training and coaching to neighborhood organizers. The Indianapolis Community Building Institute (ICBI) is a progressive three track curriculum, rooted in the ABCD philosophy, which offers an intensive, experiential program that explores ideas and develops practical skills necessary for effective neighborhood leaders. ICBI is designed for folks that are involved in all paths of community organizing. From block club captains to community development corporation staff, ICBI is a free program available at INRC. INRC can also connect organizers to other area, regional, and/or national trainings in subjects such as leadership, facilitation, fundraising, etc.

INRC has area Neighborhood Development Specialists that will assist you with coaching, engagement strategies, connecting to resources, developing collaborations and partnerships, etc. To find out who your area Neighborhood Development Specialist is, please contact INRC at (317) 920-0330 or visit their website at [www.inrc.org](http://www.inrc.org).

## REAL LIFE SCENARIO

At the beginning of 2007, Lisa Angrick became the Neighborhood Coordinator for the Binford Redevelopment and Growth (BRAG) neighborhood on the Northeast side of Indianapolis. BRAG is one of six neighborhoods that is part of the Great Indy Neighborhood Initiatives (GINI) Demonstration Project, a pilot process for comprehensive quality of life planning and implementation. From the very beginning, Lisa had to develop a plan in order to keep her focus. Lisa first met with her convening organization leaders to understand and identify objectives, goals, and tasks that needed to occur around the community building effort, such as engaging residents, faith-based institutions, and businesses. They also wanted to create a unified vision so that the community would feel ownership that would create ongoing, sustainable involvement. This visioning then allowed BRAG to successfully begin the planning phase.






In order for Lisa to effectively coordinate all of the activities and events to accomplish these goals, it was important for her to develop a work plan that included tasks and goals, deadlines, results, and other important information that would help her be successful. Here is a portion of Lisa's work plan.


Description (Task)	Goals	Deadline	Result	Notes
Outreach Plan Drafted	Outreach Plan approved by committee and submitted to LISC	1-Apr-07	To inform and engage the community in quality of life planning	
Method of Outreach	One-on-one interviews	20-Apr-07	100 interviews conducted	Identify several interviewers and train
	Study circles	18-May-07	2 study circles, 12 people each	
	Focus groups	6-Apr-07	6 focus groups, 10 people each	Target: Businesses, Apartment Managers, and Churches
	Surveys	6-Apr-07	30 long, 100 short	Partner with IUPUI (SPEA) to complete surveys. Will offer on neighborhood website

Lisa was able to complete her first year as a Neighborhood Coordinator with great success. Of course she was not able to do this all alone. More and more people, businesses, and other stakeholders in the community are now involved in the GINI process and participate in the many activities that BRAG has to offer. Without the structure of a work plan, Lisa would not have been ready to shift her effort towards coordinating the implementation for the goals and objectives that were identified by the community.



## TIPS

- ⑤ When working with the community it is wise to develop a work plan to keep your focus.
- ⑥ Work with your supervisor, board, and/or steering committee to develop reachable, measurable goals.
- ⑥ Engaging residents, businesses, and other stakeholders can assist you in determining the community's larger vision.
- ① Developing an asset-based work plan will allow you to identify and work with the individuals, associations, institutions, land, and exchange within your community to get things done.

- 
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## NOTES (OR DOODLES)



# LEADERSHIP AND GROUP DYNAMICS



A neighborhood is composed of many people, from varied backgrounds and experiences, who process information differently and feel comfortable assuming particular roles in a group. Each person wants to feel valued and to meaningfully contribute to the community as a whole. For an organizer to most effectively assist a community in coming together and working collectively, they must assume the role of a servant-leader. Instead of telling a community what it should do, you will need to serve first and then lead, by cultivating relationships and striving to bring out the best in each person.

There are many types of people and it is vital for an organizer to value the diversity of the people in the community. Each person's gifts, skills and talents need to be uncovered and utilized in order to most effectively engage people in finding their common values and empower them to creatively work together to create positive change. In addition, it is important to be aware of the importance of neutrality, use appreciative listening techniques, and assist people in working through the stages of a learning community in order to be an effective group.

## What's Covered

- Servant Leadership
- Group Dynamics
- Importance of Neutrality
- Role of Appreciative Listening
- Inclusive Communities





## SERVANT LEADERSHIP

Builders of community  
understand that we build  
for all.

*Isabel Lopez*

The traditional model of leadership has been a hierarchical, “top down” model where one person is viewed as the leader of a group or organization. The vision and goals of the group are those of the leader, or at least initiated by the leader. Communication within the organization is from the top down and the leader motivates the group to achieve goals by utilizing their position of power and offering incentives to those below them.

In contrast, servant leadership is a model in which there is not a leader, but a web of interconnected people. Instead of the vision and goals of the group being those of one leader, the group jointly develops them through a process of sharing with one another to determine what is important to the group as a whole. Servant leadership builds an environment in which people are included and empowered, as each person is viewed as an integral part of the group. In addition, as everyone has an opportunity to share in the power and the work of the group, a sense of ownership develops. Accordingly, this collaborative model is an effective asset-based approach to leadership that is based on teamwork and relationship building.

Servant leaders exhibit characteristics that are different from those of “traditional” leaders. First, servant leadership is a conscious choice to serve first and then to lead. The focus is on the “followers”, not the leader; the focus is “we” instead of “I”. A servant leader strives to discover and develop the capacities of individual group members. They work to share the power, responsibility, and rewards of the group. In addition, they understand that relationships are crucial for accomplishing a task. If people do not feel comfortable with and trust each other, they will not effectively work together. Finally, servant leaders create more servant leaders simply through leading by example. Taking into consideration the preceding characteristics, the best test to determine if you are a servant-leader, is to answer the following question, “Do those whom I serve grow as persons; do they while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?” (Greenleaf, 2003, p. 44).

# GROUP DYNAMICS



## Learning Styles

In addition to assuming the role of a servant leader, an effective organizer needs to be familiar with the different ways that people take in and process information and how this affects the manner in which people communicate and interact with one another. This is referred to as a person's learning style. For example, some people take in information through experiencing something, while others do through analyzing data and thinking about the facts. In addition, people either like to apply what they learn immediately or prefer to reflect on the information in order to better understand it. In order for these two types of people to work effectively together, they need to be aware of their differences and sensitive to the needs of the other person. An organizer can play a vital role in the development of a group by assisting members to discover their individual learning style and the strengths of their style. As each individual becomes aware of their style and those of other group members, and begins to work from a place of collective cooperation, the group will be able to work much more effectively. (Please refer to the Resources section of this workbook for more information regarding each learning style.)

## Stages of Group Development

When a group of people (a learning community) come together, they go through four stages as the members get to know and work with one another. These stages are gathering, chaos, unity, and performance. While each stage is distinct, a group may move in and out of the stages and not necessarily in order, as new people join the group and as the tasks the group is working on change. The diagrams on the following pages illustrate how a group becomes an effective team by learning to work together, and strategies for an organizer to help a group move effectively through the stages.

### *The Stages of a Learning Community: How a Group Becomes an Effective Team*

*Adapted by Mary Durkin and Mary Lee Ewald from the learnings of the Indiana Leadership Initiative (a Lilly Endowment Project), 2006.*

#### 1. GATHERING

"Why am I here?"  
"How will I fit in?"

Feelings and questions drive behavior. The group makes little progress, if any, towards the task. This is normal. The group work is about the relationship.

#### 4. PERFORMANCE

"We can do it! We did it!"  
"What's next?"

Task and relationship have merged. Work gets done easily. "The group" is now an effective team – confident and ready for new challenges.

#### 3. UNITY

"How will we do it?"

As the group settles down, it turns energy into a plan. It can see progress and feel synergy. Team members focus on the task and are aware of the relationship.

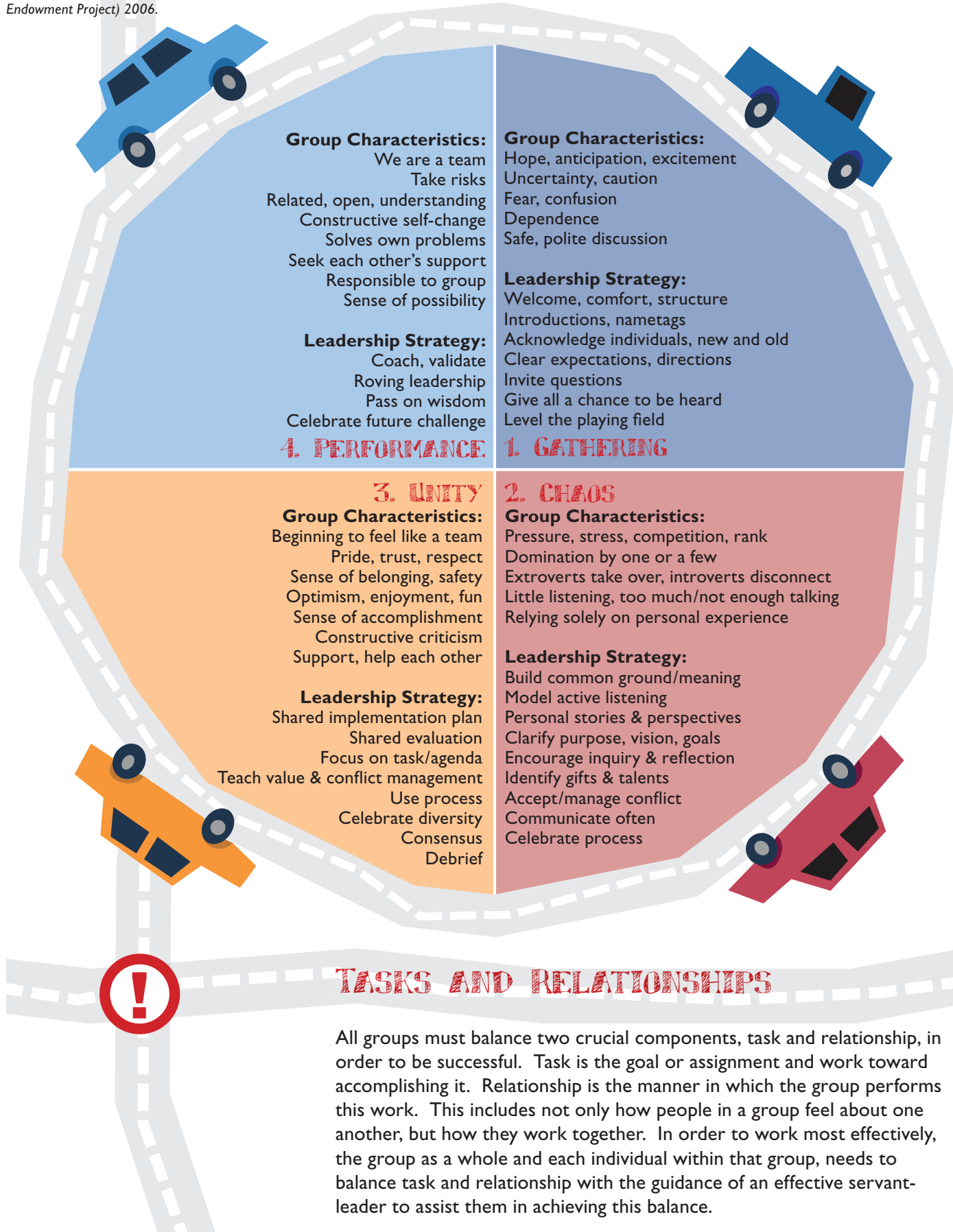
#### 2. CHAOS

"What are we trying to do?"  
"What can I contribute?"

The group begins to generate energy. The energy will spark creativity and/or be wasted in conflict. The group works to get through chaos and identify shared goals. The focus is on relationship and task.

## The Stages of a Learning Community: Strategies for Helping the group Move Through the Stages

Adapted by Mary Durkin and Mary Lee Ewald from the learnings of the Indiana Leadership Initiative (a Lilly Endowment Project) 2006.





Examples of priorities and responsibilities relating to task and relationship for a group as a whole:

- Task: To accomplish the goal, to achieve quality results, to complete it on time, etc.
- Relationship: To communicate effectively with one another, respect and trust each other, be accountable, work well as a team, get the most effort from each team member, etc.

Examples of priorities and responsibilities relating to task and relationship for each group member:

- Task: To contribute expertise, knowledge or ideas; to provide timely information to the group, to honor deadlines, to complete assigned tasks, etc.
- Relationship: To listen and be listened to, to try to see each other's viewpoint, to trust and be trusted by others, to have one's efforts recognized, to feel a sense of belonging, etc.

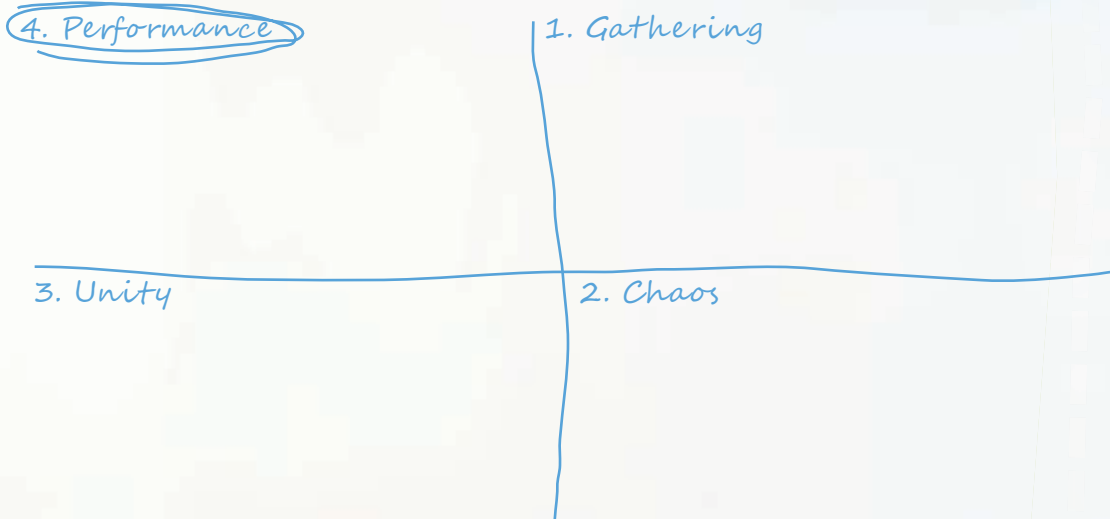
The success of the group begins with building relationships and establishing trust among group members. If this does not occur, members of the group will not feel safe sharing their thoughts, ideas, visions, etc., and will not want to work together. Building trust is many times overlooked or not viewed to be as important as the work the group wants to get done. However, unless a group works through issues that may arise in the Gathering stage of a group's development, it will never reach its optimum performance level. As an organizer, you may need to assist group members to understand the importance of building trust and illustrate how it will ultimately affect the quality of the group and what it is able to accomplish in the community.

**TRY IT!**

### MAKE A PLAN FOR HELPING YOUR GROUP MOVE THROUGH THE STAGES OF A LEARNING COMMUNITY

What stage is the group in now? What skills can you use?

How will you balance relationship and task? How can you as an organizer assist the group?



Note: From a presentation created by Mary Durkin and the Indiana Leadership Initiative (a Lilly Endowment Project), 1997. Adapted with permission by Mary Durkin.



## IMPORTANCE OF NEUTRALITY

When working with groups it is important for an organizer, in most instances, to practice neutrality. Why? You do not want it to be perceived that you show favoritism to one individual or viewpoint over another, or take a particular position in a discussion. Not practicing neutrality can many times offend or isolate individuals, create divisiveness in the group, and ultimately shut down discussion.

How do you practice neutrality?

- Act as if you are neutral
- Explain your role
- Encourage and affirm each person
- Be aware of your own “unconscious” behaviors
- Create opportunities for everyone to participate



## ROLE OF APPRECIATIVE LISTENING

A crucial skill for an organizer to possess is the ability to listen appreciatively to people in the community in which they work. In appreciative or active listening, a person exhibits to another person through the use of body language and encouraging words that they are genuinely interested in what that person is saying. The use of positive encouragement, reflecting, and paraphrasing can all be very effective in conveying that you are actively listening.

Rogers and Farson (1979) describe active listening as 'an important way to bring about changes in people.' They recommend three activities:

- Listen for total meaning: Listen for content and also for the underlying emotions.
- Respond to feelings: Sometimes the real message is in the emotion rather than the surface content. In such cases, you should respond to the emotional message.
- Note all the cues: Not all communication is verbal, so watch for non-verbal messages.



## INCLUSIVE COMMUNITIES

In today's changing world, it is important to create an inclusive community. But what characterizes an inclusive community? In an inclusive community, the environment is one which understands, accepts, and embraces change. It is a neighborhood that knows and builds upon its assets, capacities, skills, and points of difference. It seeks broad-based participation from all of its stakeholders including homeless people, youth, seniors, people with disabilities, immigrants, and people of different races or religions. In addition, it values collaboration and encourages civic pride. Finally, it continually renews and builds a diverse group of community leadership.

How is such a community created or strengthened? First, there must be an underlying belief that everyone has a gift to offer and a contribution to make to their neighborhood. Secondly, the community needs to invite and encourage each person to share their gifts, skills and talents. Next, people must be open to and embrace the unique contributions and perspectives of each other. Lastly, the community has to be willing to confront and work through its fear. This fear comes from the uncertainty of difference. Fear is one of the biggest barriers in organizing; in order to create an inclusive community, citizens must be willing to reach across their differences and get to know one another.

Now it's your turn to think about how you can foster inclusion in your neighborhood. Use the table below to help you organize your ideas. Some broad categories and ideas are already listed to help you get started.

**TRY IT!**

### WHAT STEPS OR STRATEGIES WILL YOU TAKE TO FOSTER INCLUSION AND DIVERSITY IN YOUR NEIGHBORHOOD?

Fostering inclusion and diversity in our neighborhood	Enhancing community life	Developing neighborhood relationships	Outreach Opportunities for everyone
Host a multicultural fair	Start/enhance a community garden	Promote block clubs	Create a youth council
Use the words Holiday Party, not Christmas Party	Encourage the use of neighborhood businesses	Encourage people to join the local Crime Watch	Form a school task force
Create a survey listing the abilities, skills, talents, cultures of the people in the community	Host a community cleanup	Ask people if they would like to be an Adopt a Block captain for their block	Create a new neighbor welcome committee
Engage in more one on one conversations	Coordinate a block party	Send newsletters closer to the time of meetings so people don't forget	Make sure that senior citizens are included in projects



# REAL LIFE SCENARIO

When Scott VanKirk became President of the Watson-McCord Neighborhood Association, he took on the role of a servant leader. He empowered other people on the board and in his community to assume leadership roles. By empowering them, he has been able to concentrate his efforts in other areas, furthering the work of the association in the community.



In INRC's leadership development program, the Indianapolis Community Building Institute (ICBI), Scott learned about Appreciative Inquiry and shared this knowledge with his neighbors. As a group they decided it would be a good opportunity to complete Appreciative Inquiry interviews with all the residents in Watson-McCord as a way to map the assets in their community and build relationships among neighbors. Scott, along with other residents, conducted interviews over the course of several months and were able to gather information about people in their community, which is now being used to match the needs of the association and the gifts and skills of the residents.

Watson-McCord is a diverse neighborhood and the association conducts many events throughout the year in an effort to build inclusion. The youth in the community are valued and treated as an important part of the neighborhood. Activities to engage youth and encourage participation are offered at every neighborhood event. There are several trash barrels that were hand painted by neighborhood youth that are scattered throughout the neighborhood and the park. Seeing these trash cans on a daily basis reinforces to the neighborhood that the youth are not an afterthought but an important and vital part of the community. Another often excluded group, senior citizens, is also intentionally included in this community. Not only do residents provide rides to those who can't drive, but accessibility to buildings and gathering spaces is always considered when planning an event or meeting. Scott continues to be engaged in his community, empowering others and striving to include everyone in this very important work.

## TIPS

- *Servant Leadership is different from helping or fixing. Helping is based on inequality; it is not a relationship between equals. Fixing is a form of judging.*
- *Take time to read and digest what it means to be a servant leader.*
- *Groups are made up of people and in order for a group to be most effective, the people need time to trust one another. Do not underestimate the importance of Gathering in the development of a group.*
- *Neutrality must be practiced in order for it to become natural.*
- *As a group develops, it is natural to move around in the stages of a learning community. Be flexible but learn to identify when the group is stuck in a stage.*
- *Listening is different than hearing. Practice Appreciative Listening and become aware of how you currently listen.*
- *Take a course on inclusion. It is an eye-opening experience that will help you become aware of your own filters and prejudices.*



# ENGAGEMENT

One of the biggest tasks for an organizer is to ensure that a neighborhood has representation from all sectors of the community. Businesses, faith-based institutions, schools, homeowners, renters, and folks from diverse backgrounds all bring very different views and assets to help strengthen and build community.

It is equally important for an organizer to go out into the neighborhood and begin networking and connecting with individuals and groups to build trust so that engagement efforts are seen as authentic. There are several tools, concepts, and strategies that can be used to assist with engaging individuals and groups. You can network and connect by conducting one on ones, go door knocking, attending focus groups, participating in Study Circles, and developing surveys and questionnaires. You can also engage neighbors and stakeholders through communication and marketing efforts through flyers, email, websites, blogs, etc.

Some of the results you'll see from using these tools are:

- Being able to get people to the table to talk about issues and share their gifts, skills and talents
- Giving the organizer the chance to be visible and build trust within the community
- Moving from talking about issues and concerns to action
- Developing solutions that create ownership within the community
- Discovering resources to make actions real and reachable
- Communicating your message so that others are engaged

## What's Covered

- Networking and Connecting
- Social Tools
- Communication Efforts

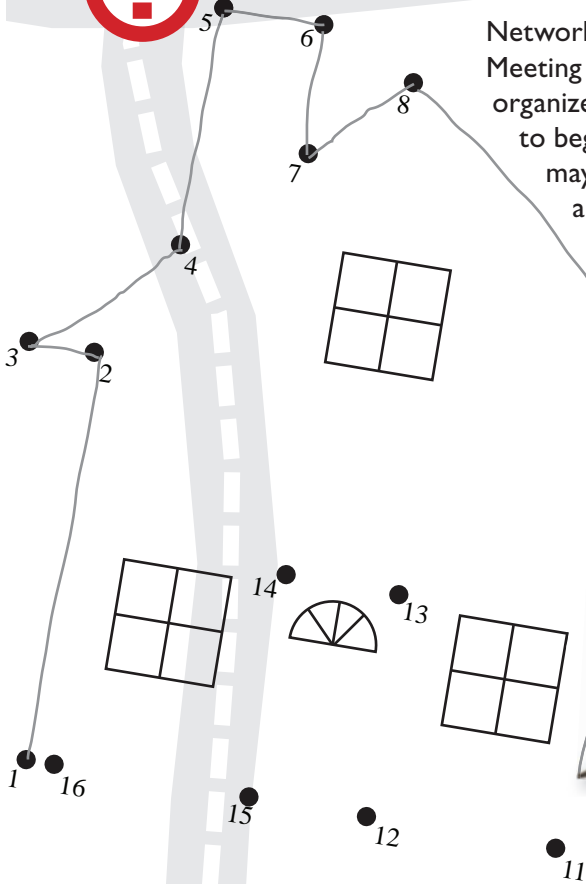




## NETWORKING AND CONNECTING

Networking and connecting are one of the first steps in organizing. Meeting representatives from the community can not only help the organizer become more familiar with what groups exist, but allows you to begin to build relationships with key neighborhood individuals who may be willing to assist you in the future. Learning who the players are in the community will allow you to tap them for their input and expertise. It will also allow you to begin connecting individuals and/or groups that may have shared interests.

There are two aspects to networking and connecting: social and technological. Some of the social aspects include one on ones, door knocking, focus groups and Study Circles. Technological aspects include your communication and marketing efforts such as email, websites, blogs, etc, which we will talk more about in the "Communication Efforts" section.



## SOCIAL TOOLS

### ONE ON ONES

What is a one on one?

"A one on one is a personal conversation with an individual community member to learn about his/her concerns, level of interest and commitment to an issue, and the resources the person has to offer," (Marin Institute, para. 1, 2006). As an organizer, you can educate others about current issues and upcoming events and projects that may be going on to engage and raise awareness. The location of the one on ones can be a mutual place (library, coffee shop, etc) where you have the opportunity to have an in-depth conversation. Be respectful of the interviewee's time. A suggested time for a one on one is 45 minutes to an hour. The most important aspect of a one on one is to build trust and a relationship with the individual that will encourage them to get involved. The best way to get the most out of a one on one meeting is to let the individual express his or her thoughts as you ask questions and clarify their points.

### Who should be asked?

You want to talk to as many people as possible. You should also continue to talk with individuals before, during, and after a project or event.

The Marin Institute (2006) recommends the following:

In order to have a broad base of support and determine people's real concerns, it is important to make contact with a representative sample of the community. It is important not to miss any groups or sectors in the community, or they will not have ownership of the issue, and the organizer will not know what their concerns are (Para. 3).

### How to find them?

Begin with individuals that you already know. Ask the people who you interview to identify other leaders and stakeholders that they think should be included.

### What should you bring?

Bring information that briefly explains what your organization does and why you are conducting one on ones. You should also develop a document with pre-identified questions. Leave space between the questions to quickly jot down replies and note interest. Make sure to continue to make eye contact and use body language to assure that you are capturing and appreciating what they have to say (see section on Neighborhood Meetings). It may not be a good idea to bring a tape recorder or type your notes on a laptop computer during the one on one. The focus should be on building the relationship with the individual and finding out their interests, versus simply gathering data.

### What to ask?

In order to determine the level of commitment that an individual will have, you'll need to find out as much as possible. It is important that you ask appreciative questions that make sure that the person is not only providing you with his/her own ideas and opinions, but also looking at things from a positive perspective (see section on Neighborhood Meetings).

- Here are some sample questions that were given to trained resident volunteers to ask community leaders during one on ones in the Binford Redevelopment and Growth (BRAG) area located on the North East Side of Indianapolis.
- 1) Who are you: Neighbor, Businessperson, School or Church?
  - 2) How long have you lived, worked, worshipped in the BRAG area?
  - 3) What brought you to the BRAG area?
  - 4) If you have located here recently (last 3 years), why did you choose this area?
  - 5) If you had three wishes for our area, what would they be?
  - 6) If you are not already involved in the BRAG area, what would motivate you to act?
  - 7) Without being humble, what do you value about yourself as a friend, parent, professional or citizen?
  - 8) If you had unlimited funding, what would you spend your money on in our area?
  - 9) Do you know of another person we should interview?



It is important to stay neutral. Don't lead the conversation to any specific issue or idea. You can make the conversation flow naturally by using open-ended questions.

## EXAMPLES

*Closed-ended:*

*"Do you feel that we need sidewalks on Main Street?"*

*Open-ended:*

*"What are your views about the infrastructure of the neighborhood?"*

*Here are some additional questions:*

- How long have you lived in the neighborhood/community?*
- What are the assets that you consider to be part of this community?*
- What is your vision for the neighborhood?*
- What gift, skill, and/or talent would you like to share with the community?*
- How would you like to get involved with the neighborhood?*
- Have you been involved in other organizations that have been/are involved in the community?*
- Who are others that we should speak with?*

### **Documenting your One on Ones**

Make sure that you document your one on ones. You can do this by developing a summary sheet that could be used at the end of the one on one interview to make sure that the most important points are captured.

The individuals that you have built relationships with through this one on one process should continue to be informed and engaged in activities, programs, and events that your organization has to offer. Finding out what residents and other stakeholders are interested in will assist you in finding out what it is that will keep them involved. You may find out that a business owner is concerned or interested in infrastructure and streetscape issues within your neighborhood. You can engage or create opportunities for them to participate in initiatives that address those issues.

Note: Outside of making sure that people are connected to their interest it is also equally important to make sure that individuals see the "big picture". This is the larger vision of the community. It is important to inform them how their position and work play apart in the overall quality of life of the neighborhood.



Sit down with your spouse, neighbor, or a colleague and practice your one on one interviewing skills. You can use the questions from the “What to ask?” section or develop your own. Record at least 3 main points of interest.

**TRY IT!**

1

2

3

### **Building your Team**

Building a core team of volunteers from your community can assist you not only with one on ones, but with future endeavors that your organization may take on. It can also create opportunities for cultivating new leadership and ownership. Others outside of the community will begin to see that this is a citizen-driven effort.

### **Door Knocking**

Along with one on ones, door knocking can be an effective networking and connecting tool. One of the ways to make door knocking as effective as it can be is to have a specific area or targeted audience that you would like to approach. One of the benefits to door knocking is engaging residents that may not come to scheduled meetings or events that are going on in your community. It allows them to voice their ideas and vision for the neighborhood. At the same time, it allows you and your team the opportunity to “sell” your community. This could be the way to tell them about what’s happening with your organization and why it may be important for them to get involved.

## FOCUS GROUPS

Focus groups are facilitated discussions that pull in a targeted audience to provide input on a particular subject, topic, or issue. A focus group can be used as the first step to engage church leaders, apartment managers, business owners, etc. within a neighborhood.

### How to conduct a focus group

You can conduct a focus group by inviting 6-10 participants from a common background to a meeting. You may meet one time, or several, depending upon the input that you need. The facilitator should have pre-developed appreciative questions that will prompt individuals to begin the discussions. The facilitator should make sure that each participant provides input. You will also want to document the information that is shared.

### Who can help?

Work with neighborhood volunteers to assist you in identifying meeting locations, set-up, and the recruitment of participants. Churches, community centers, and schools usually have the adequate space to conduct a focus group.

Aside from neighborhood volunteers, consider working with local colleges and universities. Students from these institutions may be able to assist you in recruitment and facilitation of the focus groups. Students may be able to use this opportunity and information as a class project, while you get the input that you need.

## STUDY CIRCLES

Similar to a focus group, Study Circles are facilitated, small group discussions that move residents to action. Study Circles allow residents to bring many different points of view together to create the best possible solutions to tackle different community issues. Study Circles are a great way to engage residents and other stakeholders around comprehensive community organizing.

- Is a small, diverse group of 8 to 12 people.
- Meets together for several, two-hour sessions.
- Is organized by a diverse group of people from the whole community.
- Includes a large number of people from all walks of life.
- Has easy-to-use, fair-minded discussion materials.
- Uses trained facilitators who reflect the community's diversity.
- Moves a community to action when the study circles conclude.
- Sets its own ground rules. This helps the group share responsibility for the quality of the discussion.
- Is led by an impartial facilitator who helps manage the discussion. He or she is not there to teach the group about the issue.
- Starts with personal stories, then helps the group look at a problem from many points of view. Next, the group explores possible solutions. Finally, they make plans for action.

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Study Circles are based on the following principles...

- Involve everyone. Demonstrate that the whole community is welcome and needed.
- Embrace diversity. Reach out to all kinds of people.
- Share knowledge, resources, power, and decision making.
- Combine dialogue and deliberation. Create public talk that builds understanding and explores a range of solutions.
- Connect dialogue to social, political, and policy change.

Study Circles can provide a new platform for those residents that may have never gotten involved before.

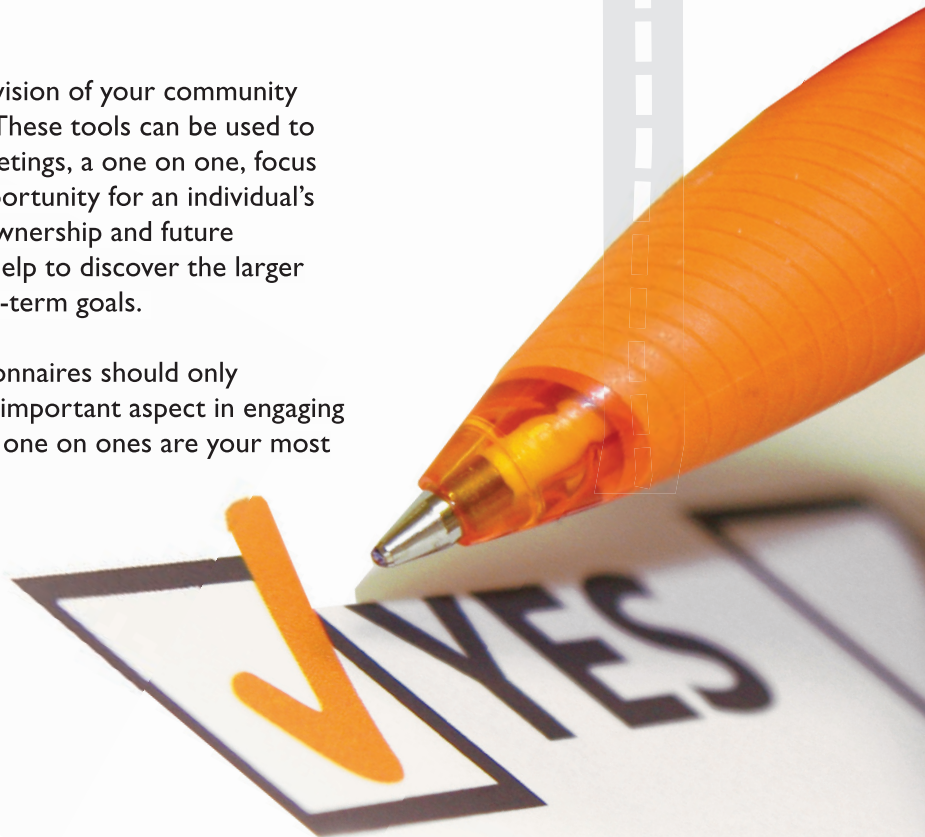
### **How to conduct a Study Circle**

If you are interested in hosting Study Circles in your neighborhood, contact the Indianapolis Neighborhood Resource Center for technical assistance, facilitator training, and resources. INRC encourages neighborhoods to use the Study Circle process to engage new individuals into the great work that is going on throughout the city. You should also visit the Everyday Democracy (formally the Study Circles Resource Center) web page at [www.everyday-democracy.org](http://www.everyday-democracy.org). The site provides a step-by-step overview of how to plan, conduct, and move your Study Circles to action. It also provides additional resources and materials for little to no cost.

## **SURVEYS AND QUESTIONNAIRES**

Another way to gather information about the vision of your community is to conduct a survey or use questionnaires. These tools can be used to reach those that may not be able to attend meetings, a one on one, focus group, or study circle. It provides another opportunity for an individual's voice to be heard, which helps to encourage ownership and future involvement. Surveys and questionnaires can help to discover the larger vision and assist in determining long- and short-term goals.

It is important to note that surveys and questionnaires should only complement your outreach efforts. The most important aspect in engaging individuals is relationship building. Conducting one on ones are your most important tool to do this successfully.





## COMMUNICATION EFFORTS

Another way to engage others into your organization is by making sure that you communicate a clear message that tells your story. One way to do this is by developing a marketing effort that will work to captivate the audience that you want.

### TELLING YOUR STORY

Have you ever looked in the newspaper or watched the evening news and came upon a negative story about your neighborhood? Have you come across a headline that may have read, “Drugs and High Crime Continue to Rattle the Eastside?” This type of negative attention can sometimes derail your neighborhood’s efforts to be seen in a new light. It can also overshadow all of the great progress that you and your neighbors, after many years, have been working so hard to achieve.

As a neighborhood organizer it is important that you work along with the neighborhood to frame and tell the story of all of the positive work and success and relay that message to the larger community. These are the stories that you may not find in the daily newspaper or on the evening news. Developing your marketing strategy can assist you in spreading the great things that are happening.

### MARKETING YOUR NEIGHBORHOOD

Marketing is a process that helps you exchange something of value for something that you need.

Your marketing effort could be the first introduction to residents, businesses, and institutions within your community about your organization/association, initiative, or project. Having a strong marketing effort can help build the credibility that you need to engage others. As residents and other stakeholders begin to see the information and message that you are trying to send, the more interested they’ll be in finding out more and getting involved.

Marketing not only benefits the neighborhood, but can allow for businesses and institutions within your community to benefit. As these businesses and institutions become more familiar with your organization/association, they will be more likely to support your efforts. Once you have built the support that you need, you can begin to have a greater impact on the overall community. Using a newsletter, website, blog, or other marketing tools will allow you to reach well beyond your neighborhood. It can attract other neighborhoods, as well as businesses or institutions that may have a similar interest.

### MARKETING YOUR NEIGHBORHOOD CAN HELP YOU:

- Reach the audiences that you want with a message that motivates people to respond
- Stand out from the crowd and attract the kind of attention, support, and enthusiasm you need
- Tell your story the way you want it to be told
- Have a greater impact on your community



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## Marketing goals

There are two types of marketing goals – Action and Image. Action goals are specific, measurable, and have results. These should be related to things we can count. For example, you may be developing a computer class for seniors within your neighborhood. Your goal may be to have 30-40 seniors engaged in this class. Or, you may have a target for your newsletter to reach 500 households.

The other type of goal is Image. Image is the way that you want to be viewed as an organization/ association. You can create goals to help you change how you are seen. If you are just starting a new organization/ association, or suffering from an outdated image, it will be important to set Image goals to create positive change.

## Before you market your neighborhood, know your position

Your “position” means finding and establishing your unique role within the community. Finding your position can help you define your organization’s character and how it wants to be seen. It also gives you the opportunity to measure your reputation with the community. As your role becomes well known, your name will be firmly associated with the unique contribution that you make.

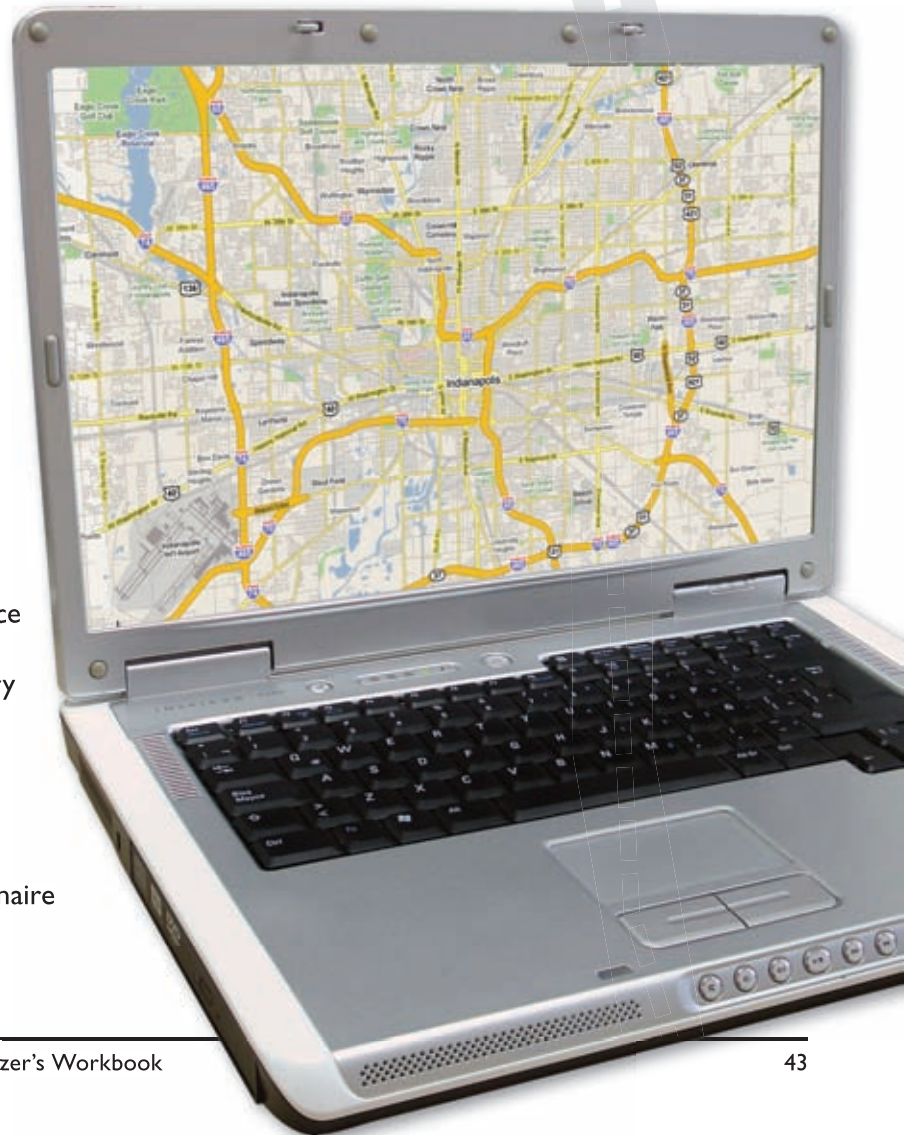
“The most effective marketing efforts are thought through from the beginning to the end.”  
*Gary Stern*

## TECHNOLOGY: EMAIL, WEBSITES, BLOGS, ETC...OH MY!

Although technological networking tools take time, effort, and sometimes money, it is always an efficient, timelier way to get information out to the community. Having access to technology such as email, websites, and blogs can not only reach a wider audience but add to the credibility of your organization. Technological tools can also provide another medium of input on issues and create a space for communities to advocate for themselves.

Examples of how technology can assist your community include:

- Developing a website to encourage residents to attend neighborhood meetings and events
- Emailing neighborhood meeting reminders to area residents
- Creating a blog to allow residents to voice their opinions about specific subjects
- Using the internet to research the history of the neighborhood
- Creating an e-newsletter
- Creating a video that shows your community in action and displaying it on Youtube.com
- Developing an online survey or questionnaire



These are just a few examples of how technology can assist us in connecting and networking with residents, businesses, faith-based institutions, and other stakeholders within the community. The most effective way to use these tools is to build upon the assets that are already within your community. Individuals and institutions can assist in:

- Creating a neighborhood newsletter
- Getting local media coverage for a community event
- Developing a neighborhood website
- Printing flyers for an upcoming event

Residents and partners bring skills, experience, and interest to your marketing efforts. It will be helpful to tap into and engage those residents that have marketing, media, and/or technological skills. Institutions bring skills and experience to the table, as well. Institutions such as businesses, faith-based organizations, and schools may be able to support your efforts by making copies or distributing your materials.

## TRY IT!

**Communication Mapping** - In the first column create a list of possible marketing tools that are available. These could include flyers, websites, newsletters, etc. In the second column list all of the possible collaborations or partnerships that could assist you in your communication efforts (neighborhood associations, businesses, etc.). In the third column, list all target populations. These are groups that are currently not engaged that you want to get involved (youth, seniors, renters, etc). Lastly, using the first three columns, think about strategies that you could create to develop an effective communication effort and list them in the fourth column. These will be things that you and your organization will do to make sure that your message is shared with the community.

1. Marketing Tools	2. Collaborations/ Partnerships	3. Target Populations	4. Strategies
Flyers	Neighborhood Associations	Youth	Ex. Strategy: Partner with the neighborhood church to develop a website that will encourage area youth to get involved in community service.
Websites	Board Members	Seniors	
Newsletter	Churches	Renters	

## EVALUATE YOUR MARKETING EFFORTS

Analyze progress on your action goals by measuring the specific results. If your goal is to increase attendance at your neighborhood meeting by 20% by June, make sure that you measure to see if you have reached your goal. You can measure your progress on image goals by surveying participants, members, board members, and funders. One of the ways to do this is by creating a simple survey or questionnaire that asks individuals who attend a neighborhood meeting or event how they found out about your organization/association. Evaluating your goals will help you to be more effective in your effort to inform and engage.

### The Zawadi Exchange – Roving Listener Project

Over the past few years in the Mapleton-Fall Creek neighborhood, the Roving Listener project has continued to engage residents. De'Amon Harges of the Zawadi (“Gift”) Exchange “roved” the neighborhood, door to door, listening to residents talk about their interest, talents, dreams, and gifts. This approach has built many new relationships within the Mapleton-Fall Creek area between neighbors by connecting them by their similarities and common interests. The process has also allowed residents to share resources and garner support within and outside of the community.

One of the outcomes of the Roving Listener Project that emerged was “The Cooks”. Cooking is a talent that became very apparent as the Roving Listener Project continued. As residents shared their love of cooking with De'Amon, he began to connect several of them together. Once the cooks met, they talked about ways that they could partner to share their love of cooking with others. They first began cooking for each other, which allowed them to continue to build their own relationship. As word got out about their cooking abilities, they were asked to cater events within the neighborhood. These events allowed “The Cooks” to think about how they could turn their talent and passion into an entrepreneurial opportunity.

Their big opportunity came when Lockerbie United Methodist Church asked them to provide the desserts for a new café that the church had opened. Today, residents from all over the City are able to sample “The Cooks” delicious treats. This is just one of many examples of how engaging residents within the community can lead to positive change.

## REAL LIFE SCENARIO





## TIPS

- 5 Make sure that the engagement tool fits with the goal that you are trying to achieve. It is important to know when it is appropriate to use each tool.
- 7 Developing an engagement plan can be the first step to organizing a neighborhood. (See the section, Developing A Work Plan) As you implement your plan, make sure that you evaluate the plan from time to time to ensure that you are being effective.
- 6 Develop a marketing effort to effectively tell your neighborhood's story and engage others.
- 6 There are many different communication tools that can support you in engaging residents and other stakeholders. Make sure that you have identified the audience that you want to target. Also, make sure that you are using the most effective tool to reach them.

## NOTES (OR DOODLES)



# COLLABORATION

No person can do everything on their own. Sometimes in communities, however, this fact is forgotten as individuals and groups try to do things by themselves, instead of collaborating with one another. While this may work some of the time, it will not work all of the time. People need others. In order for a neighborhood association, an organization, or a community to reach its full potential, it must be willing to look outside of itself and collaborate. The potential for successful collaboration exists almost everywhere you look in a neighborhood: youth talking with adults about what is important to them; residents stepping outside of their comfort zones in order to have a conversation with someone different from them; and organizations working with other neighborhood stakeholders. Neighborhoods that are able to harness this potential and build upon it are unstoppable.

## What's Covered

- What is Collaboration?
- Types of Collaboration
- Collaborative Structures
- How to Get Started in Building a Community Collaboration
- Who are Stakeholders?
- Stakeholder Mapping

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## WHAT IS COLLABORATION?

“By collaborating to address public concerns, citizens can and do develop a different kind of civic culture that makes their communities and regions stronger and more effective.”  
*David Chrislip*

Collaboration is both a process and a relationship.

“It is the process of bringing the appropriate people together, to work in constructive ways and with good information, so they can create authentic visions and strategies for addressing the shared concerns of a community, an organization, etc.” (Chrislip & Larson, 1994, p. 14).

Appropriate people means including people reflective of all the perspectives involved in the issue, not just those of the traditional “usual suspects”.

Usual suspects are those persons who are always at the table or already have an agenda related to the issue. It is very important to include all neighborhood stakeholders when forming community collaboration, as each person will bring something different to the collaboration. Without his or her contribution, the collaboration will not be as strong. Constructive ways means a facilitated process protected by ground rules and rooted in ABCD principles.

It is also a mutually beneficial and well-defined relationship entered into by two or more parties to achieve common goals they are more likely to achieve together than alone.

The relationship includes a commitment to:

- shared goals
- a jointly developed structure and shared responsibility
- mutual authority and accountability for success
- sharing of resources, risk, and reward

*Note: From Collaboration: What makes it work, by P. W. Mattessich, M. Murray-Close, & B. R. Monsey, 2007, St. Paul: Fieldstone Alliance. Reproduced with permission.*



## TYPES OF COLLABORATION

There are several types or levels of collaboration. Each has its own purpose, structure, and process. The intensity of collaboration can be as basic as networking with other individuals at a conference or as intense as a complex, multi-year project involving many different stakeholders and community partners. Each type is valuable and needed in community work.

The level or structure is determined by many different factors including the identified need and purpose of the collaboration, the commitment of all parties involved to the collaboration, the given environment the collaboration will work in, available resources, and the level communication among partners. The levels of collaboration, in order of increasing intensity, along with an example of each level, are as follows:

### NETWORKING

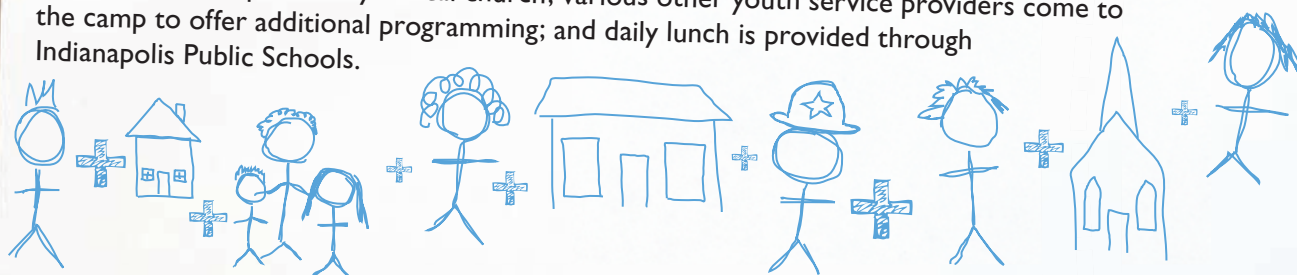
Example: Sharing information and resources with other people at a neighborhood meeting. Networking often is the foundation for future interaction and collaboration between people.

### COOPERATION OR ALLIANCE

Example: The Alliance for Nonprofit Management is the professional association of individuals and organizations devoted to improving the management and governance capacity of nonprofits - to assist nonprofits in fulfilling their mission. The Alliance is a learning community that promotes quality in nonprofit capacity building.

### COORDINATION OR PARTNERSHIP

Example: A daily summer camp for youth is a partnership. In order to maximize available resources and keep cost at a minimum to parents, the sponsoring organization works with many other organizations to offer summer programming. The local park is used for recreation and a site for swimming; transportation is provided by a local church; various other youth service providers come to the camp to offer additional programming; and daily lunch is provided through Indianapolis Public Schools.



### COALITION

Example: The Family Strengthening Coalition in Indianapolis is a collaborative of many partners dedicated to raising awareness of and access to the means of creating stronger, capable and more connected families. The partners work with other stakeholders in the community to assist Indianapolis families to become financially secure and connected to one another and the community.

### COLLABORATION

Example: Great Indy Neighborhoods is collaboration between stakeholders in the neighborhoods of Indianapolis supported by LISC, INRC, the City of Indianapolis, and Steering Committee. Great Indy Neighborhoods is a renewed approach to community development activities across the city that promotes neighborhood-driven improvements.

Level	Purpose	Structure	Process
Networking	<ul style="list-style-type: none"> <li>• Dialogue and common understanding</li> <li>• Clearinghouse for information</li> <li>• Create base of support</li> </ul>	<ul style="list-style-type: none"> <li>• Non-hierarchical</li> <li>• Loose/flexible link</li> <li>• Roles loosely defined</li> <li>• Community action is primary link among members</li> </ul>	<ul style="list-style-type: none"> <li>• Low key leadership</li> <li>• Minimal decision making</li> <li>• Little conflict</li> <li>• Informal communication</li> </ul>
Cooperation or Alliance	<ul style="list-style-type: none"> <li>• Match needs and provide coordination</li> <li>• Limit duplication of services</li> <li>• Ensure tasks are done</li> </ul>	<ul style="list-style-type: none"> <li>• Shorter-term, informal relationship</li> <li>• Central body of people as communication hub</li> <li>• Semi-formal links</li> <li>• Roles somewhat defined</li> <li>• Links are advisory</li> <li>• Group leverages/raises money</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitative leaders</li> <li>• Complex decision making</li> <li>• Some conflict</li> <li>• Formal communications within the central group</li> </ul>
Coordination or Partnership	<ul style="list-style-type: none"> <li>• Share resources to address common issues</li> <li>• Merge resource base to create something new</li> </ul>	<ul style="list-style-type: none"> <li>• Longer-term effort around an issue</li> <li>• Central body of people consist of decision makers</li> <li>• Links formalized</li> <li>• Roles defined</li> <li>• Group develops some shared resources</li> </ul>	<ul style="list-style-type: none"> <li>• Autonomous leadership but focus in on issue</li> <li>• Group decision making in central and sub groups</li> <li>• Some conflict</li> <li>• Communication is frequent and clear</li> </ul>
Coalition	<ul style="list-style-type: none"> <li>• Share ideas and be willing to pull resources from existing systems</li> <li>• Develop commitment for a minimum of three years</li> </ul>	<ul style="list-style-type: none"> <li>• Longer-term effort around a project or task</li> <li>• All members involved in decision making</li> <li>• Links formal with written agreement</li> <li>• Roles and time defined</li> <li>• Group develops new resources and joint budget</li> </ul>	<ul style="list-style-type: none"> <li>• Shared leadership</li> <li>• Decision making formal with all members</li> <li>• More conflict</li> <li>• Communication is common and prioritized</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• Accomplish shared vision and impact benchmarks</li> <li>• Build interdependent system to address issues and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• More durable and integrated relationship</li> <li>• Consensus used in shared decision making</li> <li>• Links are formal and written in work assignments</li> <li>• Roles, time and evaluation formalized</li> <li>• Group develops new resources and joint budget</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership high, trust level high, productivity high</li> <li>• Ideas and decisions equally shared</li> <li>• Most conflict</li> <li>• Highly developed communication</li> </ul>

Note: From *Community based collaborations: Wellness multiplied*, by T. Hogue, 1994, Oregon: Center for Community Leadership. Adapted with permission.



# HOW DO YOU BUILD A COMMUNITY COLLABORATION?

## START WITH A UNIFYING PURPOSE

The purpose may be broad or more specific, depending upon the collaboration, in order to attract the appropriate people to become involved. For example, a neighborhood may be interested in working on the issues of youth in the community but may not know what the issues are right now. Another neighborhood may already have done some mapping of the community, and know that an issue affecting youth is a lack of public gathering spaces. By coming together to collectively work on the issues affecting the youth in the whole community, rather than trying to do it alone, the two neighborhoods are much more likely to have a greater and more far reaching impact than they would have by themselves.

## BRING STAKEHOLDERS TOGETHER

Stakeholders are anyone in a community with an interest or stake in an issue. Stakeholders are originally identified by their interest, perspective, or knowledge of the issue. They will work together to develop a collective vision, goals, and work plan to achieve identified desired results.

## BUILD TRUST/RELATIONSHIPS

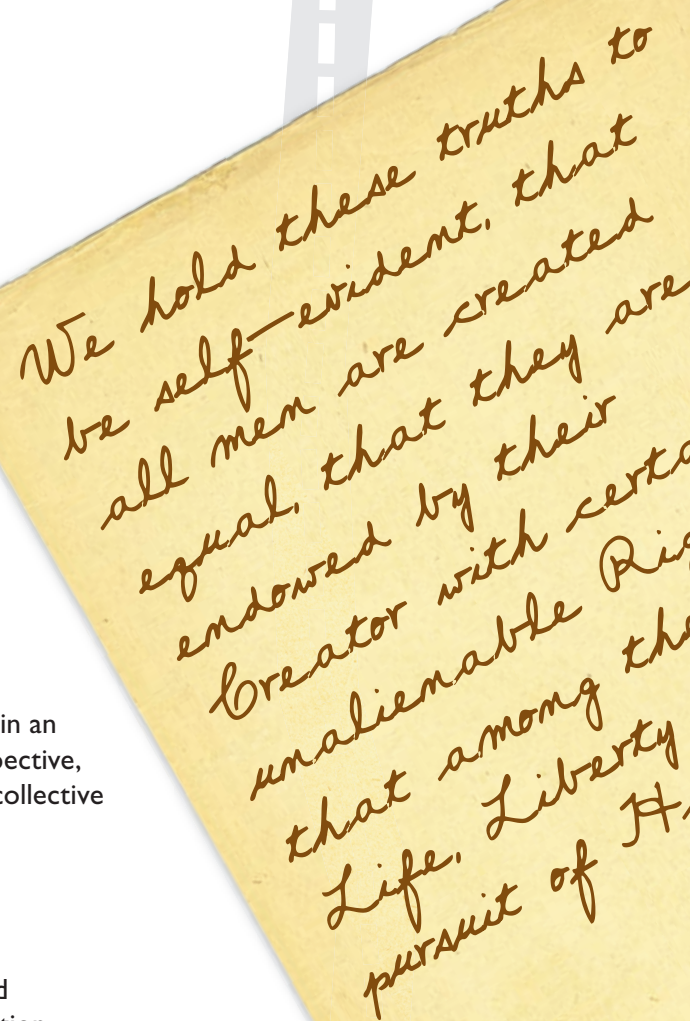
Building trust is crucial and if it does not occur, it will hamper any partnership. Allow time for people to get to know and understand the issues, needs, and passions of all the members of the collaboration. Encourage members to build relationships with one another. People will not open up and share until they trust each other.

## CREATE, MAINTAIN, AND UPDATE PRACTICAL MISSION AND VISION STATEMENTS

These statements should describe the purpose of the collaboration and the ideal conditions that would exist when the collaboration achieves its goals. Do this by consensus. Periodically review these statements as a group to ensure that the collaboration stays focused and that the statements are still reflective of the goals.

## COORDINATE AND ORGANIZE: OBTAIN NEEDED SUPPORT

It may be necessary for stakeholders to gain support from different levels in order for the collaboration to be successful. Examples may include city government, community councils, law enforcement, neighborhood associations, community organizations, etc. Allow time to obtain this support during the initial phase of the collaboration.



We hold these truths to  
be self-evident, that  
all men are created  
equal, that they are  
endowed by their  
Creator with certain  
unalienable Rights,  
that among these  
are Life, Liberty  
and the pursuit of Happiness.



## DEVELOP A WORKING AGREEMENT/COLLABORATION CHARTER: STRUCTURE, ROLES, RESOURCES

It is important to discuss and put in writing how the group is going to work together. This should include the mission and vision of the collaboration, a timeline and milestones for the collaboration, a description of members and their roles, policies about competition or conflict of interest, and group norms. This agreement should be developed during the planning stage of a collaboration and revisited annually to ensure that it is still applicable.

## SET GOALS AND OBJECTIVES

Goals are what you want to accomplish, and objectives are how you are going to reach your goals. Goals need to be measurable and observable and should include specific achievable objectives. Always document baselines for each goal so you can more effectively measure your progress. Include immediate, short and long-term goals.

(Please refer to the Evaluation section of this workbook for more information.)

## COMMUNICATE EFFECTIVELY

This is one of the most important components of collaboration. Everyone's opinion is important and needs to be heard. Use common language. When meeting, use words and phrases that all people will understand. Avoid acronyms. Sometimes people don't feel comfortable sharing in a large group, so it is important to take time to solicit ideas one on one or in smaller group settings.

Promote and encourage open dialogue among members. Maintain strong and consistent communication with stakeholders outside of the collaboration.

## RESOLVE CONFLICTS

In any group there are going to be conflicts. If left unresolved, they can create resentment and even more conflict. That is precisely why, if at all possible, it is important to discuss how conflicts will be resolved before they occur. The group must be willing to allow for mistakes. In addition, individuals' must be willing to let go and forgive. It is often helpful to have a set process for conflict resolution that is developed by the group and may include seeking outside mediation.

## BE OPEN-MINDED, SHARE OWNERSHIP AND LEADERSHIP, EMPOWER OTHERS

Collaboration is not one person or organization; it is a group of individuals. This thought should be kept at the forefront and reiterated when needed. Every person is important and should be empowered.

## STICK WITH IT...PERSEVERE

Building collaboration is not easy; in fact, it is hard work. There will be many times when you will want to give up and throw in the towel. Keep going!

## EVALUATE

In order to know if the collaboration is successful you will need to evaluate your efforts. Evaluation should be done throughout the collaboration, not just at the end, so that you can improve and adjust depending on the feedback received to achieve your desired results.

(Please refer to the Evaluation section of this workbook which can help you think through the process in a more detailed manner)

## CELEBRATE SUCCESS

It is VERY important to celebrate the success of the collaboration regularly along the way. People need to know that their time and efforts matter. Also, public celebration is a great way to let people and groups that are not yet involved in the collaboration know about the achievements of the collaboration and may encourage them to become engaged.



## WHO ARE STAKEHOLDERS?



Stakeholders include anyone having interest or stake in the issue. They come from all over the community. Some are considered influential, some are not considered to have influence. Some are those who are usually called upon and listened to, some are rarely called upon or listened to.

Stakeholders are originally identified by perspective and interest, not by name, including:

- people who have responsibilities related to the problem or issue
- people who are affected by the issue as it is, or who will be affected by the potential solutions
- people whose perspective or knowledge is needed in order to understand the issue and to develop good solutions or strategies
- people who have the ability, power or resources to choose to implement solutions or strategies or to block solutions or strategies

Stakeholders need to be identified, recruited, welcomed, and included. It is the stakeholders who must agree to work together within the process to define the problem or vision, the goals, and the solutions.

# TRY IT!

## Stakeholder/Partner Mapping

As you think about who the stakeholders are in your community, it will be very helpful to map those individuals and organizations, along with their possible interests, roles, and responsibilities in the collaboration. Use the following table to begin identifying your community stakeholders. Some examples have been filled in for you.

	Stakeholders/Potential Stakeholders	Description of Partnership (interest, role, responsibility)
Business Community	"Mom and Pop's Diner"	Want to initiate a business association in the neighborhood
Cultural and Ethnic Groups		
Elected Officials		
Employment Agencies		
Faith-Based Organizations	"ABCD" Church	Provides free faith-based counseling; interest in youth programming
Government Agencies		
Health Care (Mental/Physical)		
Housing		
Intergenerational Groups		
Libraries		
Law Enforcement/Fire Dept.		
Media	"Collaborative Neighborhood" Radio Station	Can provide coverage of collaboration and highlights successes on weekly program
Non-Profit Organizations		
Schools and Universities		
Youth Organizations		



## REAL LIFE SCENARIO

The West Indianapolis community is rich with assets. Mary Rigg Neighborhood Center has been a vital part of the neighborhood since 1911, providing programming and services to assist individuals and families in overcoming barriers and reaching their full potential. West Indianapolis Development Corporation (WIDC) has been assisting residents in combating decay and deterioration in the residential area since 1993. West Indianapolis Neighborhood Congress (WINC), the neighborhood association for West Indy, works to engage residents in the life of the community and to represent the area in civic or government issues. The West Indianapolis Library branch, located across the street from Mary Rigg, provides the neighborhood with a safe place to gather and learn. In addition to these institutions, there are 30 churches, 4 schools, 4 parks, and approximately 10,000 residents that are also community assets.

To celebrate the community's assets and develop a collective vision for the future, West Indianapolis held a Community Day in June 2007. A planning committee with representatives from Mary Rigg, WIDC, the library, several neighborhood churches and schools, and other neighborhood residents, met over the course of several months to plan this important day. They were very intentional about working to include people and groups from all sectors of the community to be involved in the event. Although Community Day had occurred in previous years, the focus of the event had never been on discovering all of the assets in the community, nor had as many partners been included in the planning and implementation of the event.

The result of many months of planning and organizing was a wonderful day with the most participation by local churches, neighborhood groups, and residents in the history of the event. Six churches had a booth at the event, and a Spanish language choir from a Hispanic congregation in the community became an instant crowd favorite as they performed on the stage. Residents were able to record family or personal stories and histories through a partnership with StoryCorps ([www.storycorps.net](http://www.storycorps.net)). Mary Rigg provided free hotdogs and soda to all attendees. Throughout the day, residents were encouraged to discuss what they saw as the assets in West Indianapolis and what they would like to see in the future in the neighborhood. At the end of the day, the votes of residents were tallied and it was announced that people agreed West Indy was, more than anything else, a community of families. Community Day 2008 was another great success and West Indianapolis stakeholders are looking forward to Community Day 2009.



## TIPS

- ① One size does not fit all; neither does one type of collaboration.
- ② Appreciate and help the group to realize that collaboration takes time and effort from all involved.
- ③ Ensure that all stakeholders in the community are engaged in the collaboration from the beginning. It is much more difficult to add people after the fact. If you do need to do this, or you need to update someone who has not been engaged with the collaboration for an extended period of time, it is helpful to appoint 1 or 2 people as the point persons charged with the task of bringing people up to speed.
- ④ Emphasize the importance of both process and product/ results.
- ⑤ Expect the best from those with whom you are working. People will often surprise you!
- ⑥ Be willing to learn from failure.
- ⑦ As a group, establish short- and long-term goals in order to build momentum and excitement.
- ⑧ Assume the role yourself, or appoint someone to be responsible for facilitating, moderating, and managing meetings and discussion.
- ⑨ Continuously cultivate leadership in others, as true collaboration requires shared leadership.
- ⑩ As an organizer, be supportive, consistent, and dependable in your interactions with people.

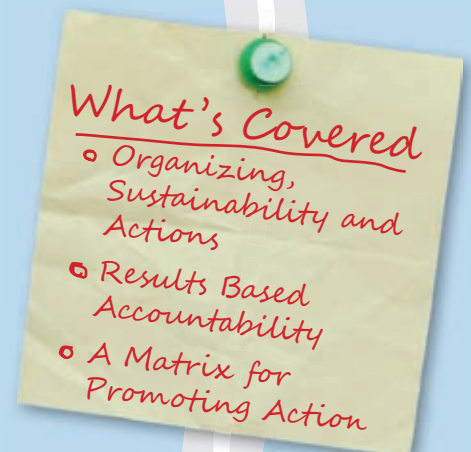
# TAKING ACTION TO GET RESULTS



One of the main goal of organizers is to support constituents in advocating for change. Making change in a community is paramount in keeping people involved in your work. Keeping people involved while making community change ensures sustainable results. Many communities have well meaning people who can and do advocate for change but who lack the use of a process that will lead to the results they so dearly desire.

In this session we will highlight a process that many advocates are using to support their people. The process is called Results Based Accountability (RBA). RBA is used throughout the world in supporting communities with turning the Curve on outcomes that they themselves have determined will better the lives of the people in their community.

We hope you explore this process when supporting your community as you develop sustainable outcomes. They could prove to be just the right process in achieving your desired results.







## HOW DO WE MAKE CHANGE IN OUR NEIGHBORHOODS?

There are three main parts to organizing change in neighborhoods that must be done in order to obtain results. The first is the act of organizing itself. Organizing is simply meeting your neighbor and networking within networks of people, organizations and associations. It comes when you have mapped and built some sort of relationship with the aforementioned connections.

The second part of organizing change in neighborhoods is sustainability. Sustainability is building a plan that will include outcomes, plans to measure those outcomes, partnerships and stated actions. In the planning stage a good organizer will bring together partners to design what this plan will look like. Normally the partners will see where they fit into the plan and in turn collaborate with the organizer to see that actions meet with intended outcomes. (for more information, please see the section titled "Quality of Life Planning").

Last but not least are actions. Actions are those things that the group decides will need to happen in order to see their outcomes take shape. Many times these actions can be best practices, collaborative relationships, or simply what is already happening. They just need to bring those things to the table and work together. After those seeking to organize are aware of the steps needed to complete the work, then they are ready to prepare an organizing plan.

The future hinges on what we do or fail to do today.

*Mark Friedman*

### Organizing + Sustainability = Actions

Organizing for action is like the support of a 3 legged stool. You have to have the support of all three legs in order to see lasting outcomes. Many times good organizers don't get to their actions because they have missed one or more of these important steps.

### TRY IT!

The following is a chart of what organizing for action entails. Organizing is a step by step approach to engaging people on many possible levels. Where are you in your organizing campaign? Place a check mark in the box next to the items that you have started working on. Remember Organizing is circular in nature and may involve moving back and forth among the steps once you are off the ground and running. Note: Most or all of your organizing work should be completed before moving ahead to the next steps.

#### ORGANIZING

- ☐ Mapping the community
- ☐ Networking in community
- ☐ Engaging the community
- ☐ Building relationships
- ☐ Data collection

#### SUSTAINABILITY

- ☐ Planning with stakeholders
- ☐ Building collaborations
- ☐ Determine outcomes and actions
- ☐ Determine measurables
- ☐ Pull in other partnerships

#### ACTIONS

- ☐ Develop action teams to reach expected outcomes
- ☐ Create actions that will get expected outcomes
- ☐ Use best practices and what works
- ☐ Continuously connect
- ☐ Celebrate



**Organizing** is seen when the following occurs:

- Mapping your target populations. (See the section on Mapping in this workbook for more information.)
- Networking and getting to know your constituents. This will include learning what they do and what their mission entails.
- Gathering information and data about the 5 target areas that make up your or any community.
  - Individuals
  - Associations
  - Institutions
  - Land
  - Exchange
- Create and maintain a database of connections that you make in the community. Network with these stakeholders as often as possible.



**Sustainability** is seen when the following occurs:

- You have a plan that includes outcomes, ways of measuring, partnerships and stated actions. This plan acts as a blueprint for your work.
- Planning occurs that is inclusive of diverse populations.
- You come up with solutions that are doable, measurable, and targeted toward supporting your outcomes.
- An evaluation plan is created and implemented to measure your results (See the section on Evaluation in this workbook for more information.)
- You use data to track and set bench marks for how well you are reaching your outcomes. This data also includes baseline information.
- You are having conversations with your partners on how they can play a part in the actions of the plan by assimilating portions of the plan into what they already do when appropriate.

**Special Note**

*No one person should do all of the work for the teams. If this occurs many teams will break down and the facilitator will become what is known as a Mule. A Mule is someone who has taken on too much of the work of the team.*

**Actions** are seen when the following occurs:

- With plan in hand and collaborations on board, outcomes are given to action teams that can be supported by a good facilitator. The facilitator supports the team with developing outcomes and seeing them to fruition. He or she also works with the team to create and modify ways to benchmark and track measures for change over time.
- A facilitator uses his or her skill of supporting the group with the 3R's to delegate actions and engage all team participants in doing the work. (See the section on Neighborhood Meetings in this workbook for more information.)
- Use Best Practices where appropriate. If someone in the community is already doing your proposed action, ask them to collaborate with the work.
- As you reach benchmarks and accomplish goals, celebrate your teams in a way that acknowledges everyone as contributors to the outcomes.
- Train your team to continuously be seeking new connections that can link up with the plans. Add these connections to your data base and touch base with them as often as possible



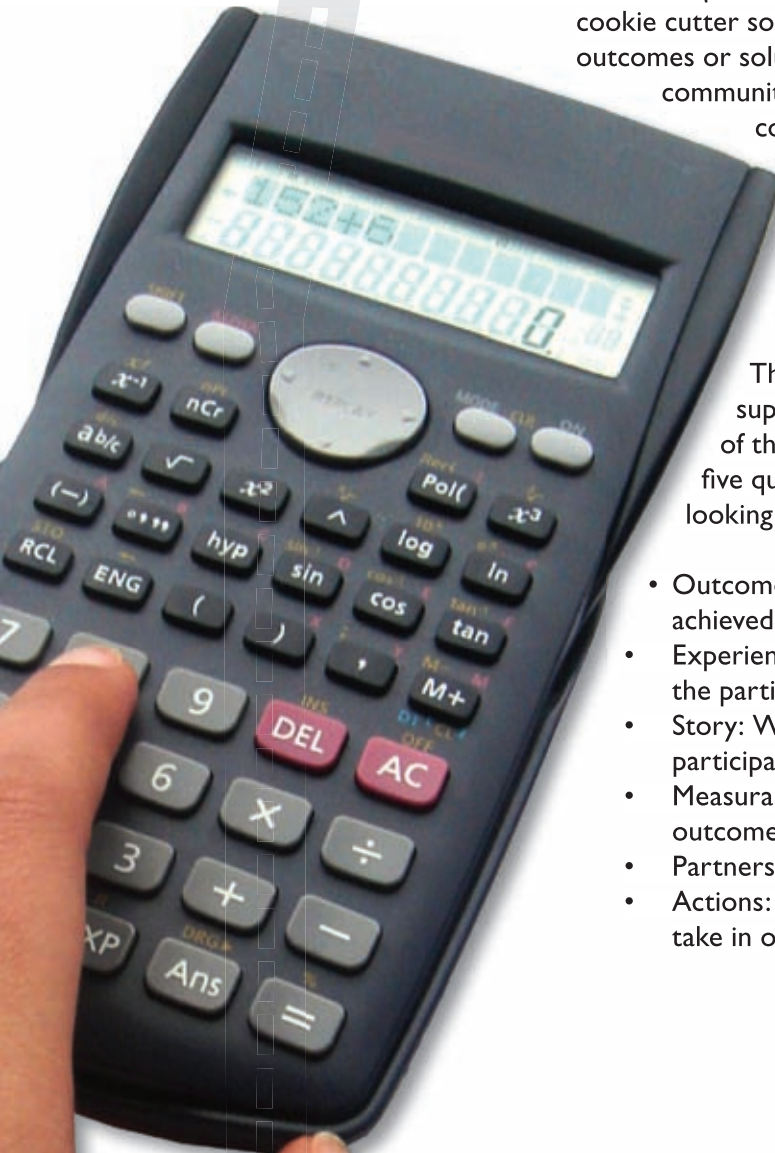
## RESULTS BASED ACCOUNTABILITY

One important tool that many good organizers use to support their planning is called Results Based Accountability or RBA for short. The idea was developed by Mark Friedman, a 19-year veteran of the Maryland Department of Human Services. Mark's work makes simple the complicated outlining of getting results in communities. His step by step approach trains neighborhood folks to create sustainable change through the use of partnerships, data and common sense planning that is not a cookie cutter solution. Neighborhood folk are challenged to seek unique outcomes or solutions to what ails their community. In the process the community folk learn valuable skills such as project management, collaboration and the use of data to create baselines for tracking change over time. Often times, this process leaves the community with a blueprint for action.

This method is a good way for all people to support their communities in planning.

There is an easy to use matrix that can help organizers support teams through the sustainability and action phases of their organizing for actions. The matrix focuses on a set of five questions that move teams from talking about outcomes to looking at actions. The following list the questions.

- Outcomes: At the end of this project what results will you have achieved?
- Experience: Once this outcome has been accomplished what will the participants have experienced?
- Story: What is going on currently to let you know that your participants would benefit from this outcome?
- Measurable: How do you plan to measure the success of this outcome?
- Partners: Who can assist you with this outcome?
- Actions: What works, what actions, or next steps do you need to take in order to accomplish your outcome?



OUTCOMES	EXPERIENCE	STORY	MEASUREABLES	PARTNERS	ACTIONS
At the end of this project what results will you have achieved?	Once this outcome has been accomplished what will the participants have experienced?	What is going on currently to let you know that your participants would benefit from this outcome?	How do you plan to measure the success of this outcome?	Who can assist you with this outcome?	What works/ actions or next steps do you need to take in order to accomplish your outcome?
Residents will have information on where the candidates stand on their issues	Our community will see a increase in voter registration and voting at the polls	Residents do not know who their representatives are and what they stand for	Number of residents who attend the event Number of candidates who attend the event	Neighborhood Associations Election Candidates Democrat and Republican Parties	Select and Confirm candidates Acquire information on where candidates stand on issues
Residents will interact with the candidates and others to discuss their issues	Residents are talking with one another about the issues that they say are important	Residents are not sharing what they see are issues that most concern them	Number of residents that respond to survey question on interaction Number of residents who respond to the Exit Poll	Residents Neighborhood Organizations United Meth. Church MLK Center Children's Museum	Develop an agenda for the meeting Develop a survey for the meeting that will be interactive

This example represents a portion of a RBA Matrix that was developed by a committee working on an Election Forum called Coalition Indy.

Now it's your turn to use what you have just learned. Working with your team, list a couple of outcomes that you would like to see happen in your community. Work through the six sections of the tool asking these effective questions.

**TRY IT!**

OUTCOMES	EXPERIENCE	STORY	MEASUREABLES	PARTNERS	ACTIONS



# REAL LIFE SCENARIO

A partnership of nine neighborhood associations and three neighborhood-based organizations located in the mid-north area of Indianapolis came together to explore how they could support the community with information to make informed decisions at election time and to dispel the belief that “individual votes don’t count.”

At its initial meeting, the group mapped those in attendance for resources that they could build upon to support the effort. During this mapping, the small coalition found that it had access and influence to secure what they needed to support their initiative. This included attracting candidates for elected office to speak to key issues at the forum, locating a place to host the forum, as well as finding resources to provide light snacks for those in attendance.

In looking at their outcomes the coalition worked with INRC to use Results-Based Accountability (RBA) in order to see their dreams for the forum come to fruition. The group brainstormed effective questions for each part of the RBA Matrix over the course of about three meetings. Within this time, they also conducted one-on-ones and brought new people on board with the planning effort. This resulted in further delineation of tasks that included a deeper level of data gathering, networking, and collaboration.



After the organizing and sustainability processes were complete, the group moved to make their plan come to life by the delegation of tasks. As to not make any one person the mule for the process, the coalition decided that each of the nine neighborhood association representatives would take turns facilitating pre-design meetings for the forum. Everyone had tasks that they were responsible for completing, and the group held each other accountable for getting the work done.

Fifteen candidates for offices in the Indiana State House of Representatives were invited to participate in a panel focused on what each would do to address these issues if elected. Thirteen were able to attend the Forum, which was held at centrally-located North United Methodist Church. Al Aldridge of Brighthouse Cable moderated a lively discussion among the candidates, who also addressed the many questions from neighbors.



In the hour before the panel, neighbors ate supper supplied by the Unleavened Bread Café, talked with each other about the issues affecting their neighborhoods, and met the candidates. They also ranked the importance of each issue from their personal standpoint. An Exit Poll posted on the wall provided neighbors with the opportunity to express their opinions about the event as they left the hall.

The secondary goals of stimulating thoughtful discussion about the five main issues facing the neighborhoods and strengthening networks both within and among the various communities were met.

Reactions to the Election Empowerment have been universally positive. Almost all attendees noted that they had learned the candidates' positions on the issues, more about the issues themselves, and had come to believe that their votes truly counted.

*An example of the Voice Ballot can be found on INRC's website at [www.inrc.org](http://www.inrc.org).*

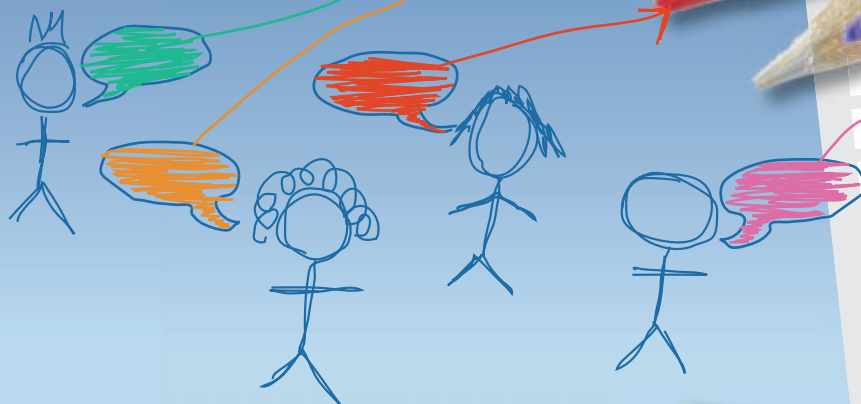
Partners included the following: Butler Tarkington NA, Crown Hill NA, Highland Vicinity NA, Historic Meridian Park NA, Mapleton-Fall Creek NA, Mapleton-Fall Creek CDC, Martin Luther King Multi-Service Center, Martindale Brightwood NA, Meridian Highland NA, Meridian Kessler NA, Watson McCord NA, Brighthouse Network: Alan Aldridge, Indianapolis Neighborhood Resource Center, The Children's Museum, Senior Sophisticates at MLK Multi-Service Center, Unleavened Bread Café, North United Methodist Church.

## TIPS

- When organizing your group always begin with mapping the community that will look for assets under the 5 areas:
  - Individuals
  - Associations
  - Institutions
  - Land
  - Exchange
- Step number 2 in moving your team or group toward action is always sustainability.
- Organizing + Sustainability = Actions
- Always plan inclusively using diverse populations.
- In planning for actions, select outcomes that are doable, measurable, and are targeted toward supporting your results
- Pull a team together to plan and implement your meetings. Don't be a "Mule". Share responsibilities



# NEIGHBORHOOD MEETINGS



One of the main goals of organizers is to engage the community in meaningful and thoughtful dialogue so that its voice can be heard.

One good way to do this is through community meetings. Community meetings are a good organizing tool to bring people together in order to inform, gain consensus, gain input or even evaluate work. However, in order to make the above things happen the meeting must involve detailed planning to ensure that results are reached. Meetings must also have a good facilitator who knows how to engage participants in a neutral fashion.

When planning a community meeting for desired results there are a few new methodologies that an organizer can use to engage the community in dialogue. They include but are not limited to: Open Space Technology, World Café, and Town Hall. We hope you explore these approaches when developing your next neighborhood meeting. They could prove to be just the right method to achieve your desired results.

## What's Covered

- The 3R's
- Effective Questions
- Meeting Facilitation
- APE'ing
- Meeting Methodologies
- Meeting Planning





## THE 3R'S OF MEETING DESIGN

When people are engaged in meaningful conversation, the whole room reflects curiosity and delight.

*Margaret J. Wheatley*

A good organizer will need to know how to facilitate a conversation to draw out the 3R's when designing any meeting. The 3R's are Relationships, Resources and Results. The concept was designed courtesy of Sherbrooke Consulting, Inc. for the Resident Leadership and Facilitation Work Book, Sponsored by the Annie E. Casey Foundation (Annie E. Casey Foundation, n.d., chap. 9). Key to this 3R process is Appreciative Listening. Appreciative listening is an awareness of oneself and an intense listening to a speaker for responses to effective questions. Often this is done by setting a background statement and listening for the key responses. But before we focus on effective questions, let's look at the 3R's in more detail.

The 3R's of meeting design are not reading, writing, and arithmetic. They are instead "Relationship + Resources = Results" and good organizers depend on them to bring about effective meetings.

### *Relationships + Resources = Results*

- **Relationships:** how people relate to you, to each other, and to the result.
- **Resources:** what people have and can bring to help get the results. E.g., their time, their commitment, their passion, their talent, who they know, who they can influence, access to others, etc.
- **Results:** what you want to accomplish. They consist of what you see when actions achieve their purpose.

## TRY IT!

Think about one result that you would like to see from your next meeting and fill in the three sections of this matrix with your answers. Always start with the question on Results then move to the Relationships and Resources questions.

### RESULTS

What do you want to accomplish. What will you see when actions achieve their purpose?

### RESOURCES

What do people have and can bring to help get the result?

### RELATIONSHIPS

How will the people you invite to this meeting relate to you, each other and the result?



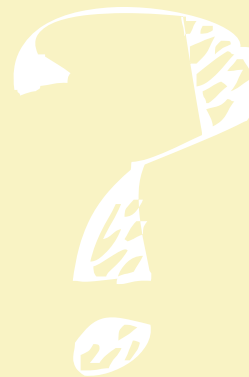
# EFFECTIVE QUESTIONS



Effective Questions are a very good way that organizers ascertain what groups really want to see happen at their meetings. They focus on the 3R's, while challenging the group to think about their results. Facilitation of these questions involves using open-ended, inquisitive, you-oriented and appreciative styled questions. Good listening skills are also key to using effective questions.

## AN EFFECTIVE QUESTION IS:

- ✓ **Open-ended** (not answered with "yes" or "no");
- ✓ **Inquisitive** – leads people to think ("what?", "How?", not "why?")
- ✓ **You-oriented** ("What do you think...?" "How do you feel about...?); and
- ✓ **Appreciative** (trust that the person has the answer).



As you ask these types of questions in your work, the greater your capacity will become of getting the results that you are working toward.

The following matrix is based on the 3R's. Included in each of the areas are examples of effective questions that can be used to draw out information that will be helpful in making your meeting results oriented. Thinking about your upcoming meeting, fill in other effective questions that you can use to draw out information to use while planning your meeting.

## TRY IT!

### RELATIONSHIPS

What effective relationship minded questions could you ask when developing your next meeting?

- Who needs to be involved to get our results?
- Who has been invited?
- Who else is needed?
- How do we get them there?

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### RESOURCES

What effective resource minded questions could you ask when developing your next meeting?

- What do we know about making this successful?
- What can those invited do to help?
- What do they need so they will give their time and attention?
- When do resources need to be available?

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### RESULTS

What effective Results minded questions could you ask when developing your next meeting?

- If successful, what would we see?
- What do we want to have at the end of the meeting?
- How would you measure progress?

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**Meeting Design:** As you set up your meeting based on what you want to accomplish, the following are examples of what you can do to get different types of meeting results.

Meeting Result	Type of Work	Approaches	Preparation
Relationships strengthened	People getting to know each other	<ul style="list-style-type: none"> <li>Eating together</li> <li>Ice Breaker</li> <li>Meet and greet/mingle</li> <li>One-on-Ones Intro</li> </ul>	<ul style="list-style-type: none"> <li>Name tags/tents</li> <li>Food</li> <li>Gather Materials</li> <li>Stress toys</li> <li>Sign in sheet</li> </ul>
Information shared	People learning new things	<ul style="list-style-type: none"> <li>Story telling</li> <li>Hand out</li> <li>Small Presentations to review highlights of a report</li> <li>Facilitation discussion</li> </ul>	<ul style="list-style-type: none"> <li>Choose topic</li> <li>Prepare report</li> <li>Read report</li> <li>Practice</li> </ul>
Ideas generated	Creative thinking	<ul style="list-style-type: none"> <li>Post It Notes</li> <li>Flip chart brainstorming</li> <li>Draw pictures</li> </ul>	<ul style="list-style-type: none"> <li>Gather materials</li> <li>Set context for participants and ask questions</li> </ul>
Issues explored	Inquiry and dialogue	<ul style="list-style-type: none"> <li>Paired conversation</li> </ul>	<ul style="list-style-type: none"> <li>Set context for participants and ask questions</li> </ul>
Solutions developed	Problem solving	<ul style="list-style-type: none"> <li>Define Problems</li> <li>Flip chart brainstorming</li> <li>Create options</li> </ul>	<ul style="list-style-type: none"> <li>Set context for participants and ask questions</li> <li>Define problems</li> </ul>
Decisions made	Making choices together	<ul style="list-style-type: none"> <li>Consensus (rule of thumb)</li> <li>Dot Voting</li> <li>Listing topics and allowing for those who have an interest to emerge</li> </ul>	<ul style="list-style-type: none"> <li>Learn rule of thumb</li> <li>ID sources of conflict</li> <li>Set context for participants and ask questions</li> </ul>
Commitments made	Negotiating requests/ contributions	<ul style="list-style-type: none"> <li>Dialogue to ID barriers to actions and what is needed to overcome them</li> <li>Flip chart brainstorming for list of task and solicit from the group support</li> <li>Listing topics and allowing for those who have an interest to emerge</li> <li>Follow-up and next steps</li> </ul>	<ul style="list-style-type: none"> <li>Set context for participants and ask questions</li> <li>Solution development</li> <li>Decisions making</li> <li>Relationship building</li> </ul>
Feedback	Evaluations of the meeting	<ul style="list-style-type: none"> <li>Questionnaire/survey</li> <li>Check – in with participants</li> <li>Exit Poll</li> </ul>	<ul style="list-style-type: none"> <li>Prepare survey/ questionnaire</li> <li>Post question on flip chart, message board etc. and allow participants to mark their answers</li> </ul>

*Adapted from Resident Leadership and Facilitation Work Book, Sponsored by the Annie E. Casey Foundation. (Annie E. Casey Foundation, n.d., chap. 11).*

## MEETING FACILITATION



It is one thing to plan a meeting and quite another to actually facilitate one. Facilitating a meeting requires skill, preparation, and a good attitude. The role of a facilitator is to exhibit neutrality and good listening skills. These skills essential for someone who is organizing in the community because it allows the organizer to support all types of groups with their efforts. If you have not already done so it is always a good idea to add training to your work plan and start with a really good training on facilitation that is progressive and challenges you as an organizer to practice effective questions, good listening skills and staying neutral.

Think back to a time when you experienced fantastic facilitation of at a meeting, training or group. What did they do? What made the facilitation so fantastic?

TRY IT!

### CHARACTERISTICS OF A GOOD FACILITATOR

What did they do?

What made the facilitation so fantastic?

In selecting facilitation training, keep in mind the characteristics that you just listed when making your final decisions.



## APE'ING

One good way of using all of these skills in a solid uncomplicated technique is called APE'ing. APE'ing stands for Acknowledging, Paraphrasing and Exploring. The technique combines appreciative listening skills with key facilitation skills such as reflecting, clarifying, summarizing and using silence just to name a few. What makes APE'ing real to the process of facilitating is the way that, if used correctly, the group will be fully engaged in the work at hand and will leave with a sense of empowerment because their individual voices were heard.

## TRY IT!

In the previous "Try It" you thought through and listed the characteristics of a good facilitator. In your list you probably noted the skills of listening, neutrality and paraphrasing. As stated above, APE'ing is a good way to assist the organizer or facilitator in allowing the voice of the group to be heard. Under the characteristics column add other ways a good facilitator can use to Acknowledge, Paraphrase and Exploring with groups.

	How to use	Characteristics
<b>ACKNOWLEDGING</b>	Body language mirrors that of the speaker	<ul style="list-style-type: none"><li>• Lean forward</li><li>• Offer a little listening noise</li><li>•</li><li>•</li><li>•</li></ul>
<b>PARAPHRASING</b>	Empathic responses	<ul style="list-style-type: none"><li>• Use your own words to reflect your understanding</li><li>• Address feelings</li><li>•</li><li>•</li><li>•</li></ul>
<b>EXPLORING</b>	Open-ended, inquisitive questions	<ul style="list-style-type: none"><li>• Ask "what?", "how?", not "why?"</li><li>•</li><li>•</li><li>•</li></ul> <p>As you do your work, use the characteristics of APE'ing when engaging the people you come in contact with.</p>



## MEETING METHODOLOGIES



After you have facilitated the groups 3R's using effective questions and APE'ing skills, next you will need to settle on what type of meeting you will have.

The following list of meetings can be used to help support methods that your team can use to engage the community with obtaining your results. They include World Café, Open Space, Town Hall, and Appreciative Inquiry. Although each of these are similar in that they all engage community, they differ in approach. Read over the following methods to find which ones are better suited for getting to your results.

### WORLD CAFE

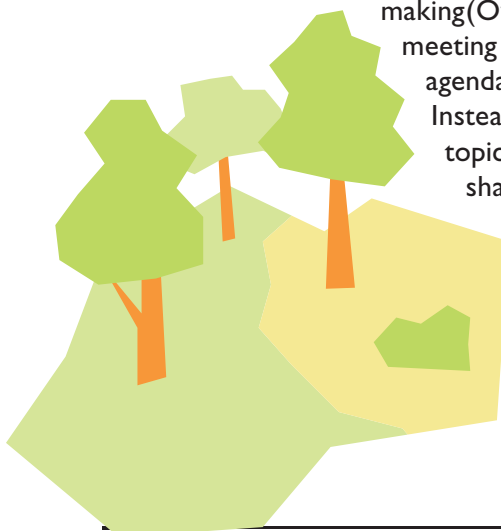
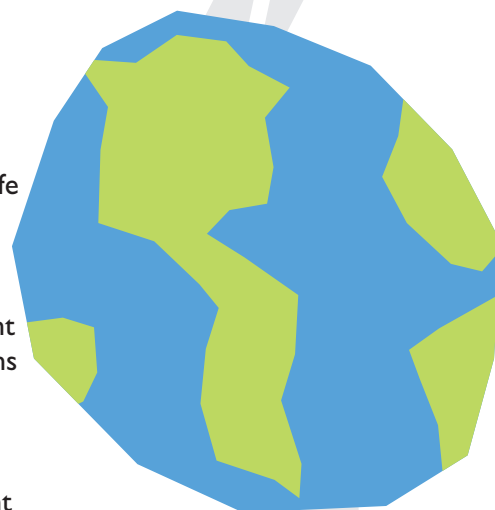
World Cafe Conversations are an intentional way to create a living network of thoughts or ideas around questions that matter. A World Cafe is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups in all sizes.

Organizers recognize that everyone will look at a question from a different perspective. Knowing this, their role becomes hosting these conversations and insuring that there is a diverse group of stakeholders in the room to explore these core questions. Conveners of these meetings set up the room in the form of a "café", with tables and chairs set up to allow participants to sit in small groups. Each table will normally have a different topic or question of conversation.

Using timed intervals and table facilitators, participants will rotate from table to table mixing up groups so that different perspectives are heard for each topic. World Cafe is a great way to break up large groups of people into small, workable conversations, where everyone's voice is heard. Many people may feel intimidated to voice their opinion to a large group of people, but may feel comfortable in this small group setting.

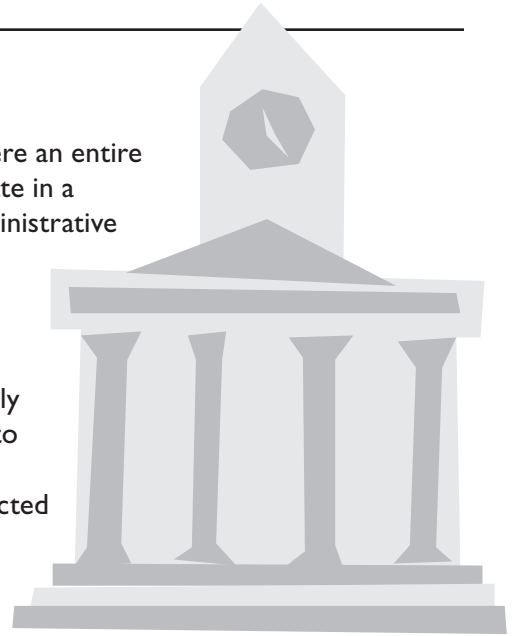
### OPEN SPACE

Open Space Technology (OST) is a meeting process that brings together diverse groups with a common stake in an issue for discussion and decision-making (Owen, 1997). OST differs from traditional meeting is that there are no predetermined agenda items, speakers, or workshop topics. Instead, the large group identifies agenda topics. Participants connect with others who share their interests and exchange ideas, information and experiences. And, when it makes sense, begin planning for change. These meetings are especially useful for sharing information among people who do not frequently interact. OST can work with a group of 15 to a group of 100-plus, and can range from 4 hours to five days.



## TOWN HALL

A town hall meeting is a meeting where an entire geographic area is invited to participate in a gathering, often for a political or administrative purpose. It may be to obtain community suggestions or feedback on public policies from government officials, or to cast legally binding votes on budgets and policy. Normally everybody in a community is invited to attend, voice their opinions, and hear responses from public figures and elected officials, although today, attendees rarely vote on an issue.



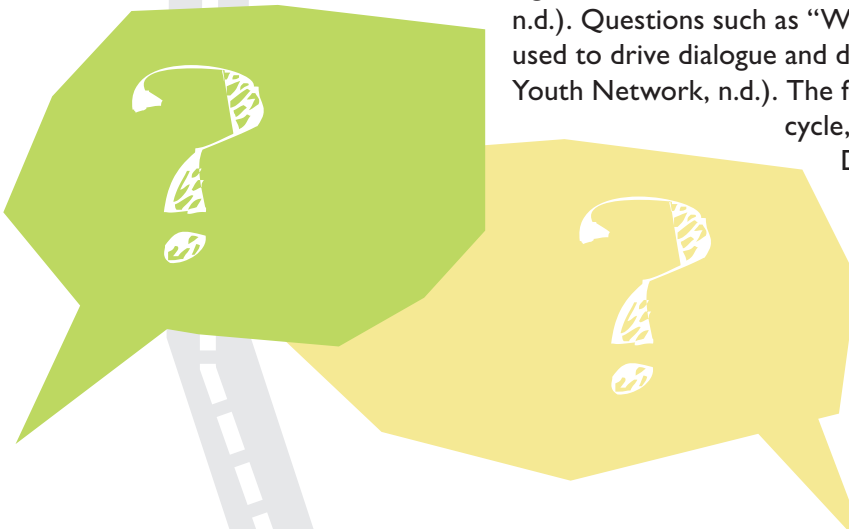
There are no specific rules or guidelines for holding a town hall meeting. If the turnout is large, and the objective is to give as many people as possible an opportunity to speak, the group can be broken down into smaller discussion groups. Participants all hear an opening presentation and then break into smaller groups (“group-up”) to discuss an aspect of the presentation. Each group appoints someone to summarize their group’s discussion.

## APPRECIATIVE INQUIRY (AI)

AI is a process that “searches for the best in people, their organizations, and the relevant world around them,” (Appreciative Inquiry Commons, n.d., para. 3). Not only is AI a philosophy and methodology that seeks the best, it builds from the strengths in systems, environments, and individuals in an effort to promote change and action (n.d.). When applied to neighborhood meetings, AI can be an effective and powerful tool for uncovering opportunities and solutions that had never before been imagined or discovered.

The simple process of AI involves utilizing positive and unconditional questions to fuel the process of discovery for almost limitless types of organizations, entities, and communities (Appreciative Inquiry Commons, n.d.). Questions such as “What is possible?” and “What is the best?” are used to drive dialogue and discussion along the four steps of AI (Child and Youth Network, n.d.). The four steps involved with AI, known as the 4-D cycle, are Discovery, Dream, Design, and Delivery/Destiny (Child and Youth Network, n.d.).

Starting with the Discovery stage by asking questions like “What is the best of our situation?”, the four step process works in a cycle through each of the stages (Child and Youth Network, n.d.). Building from the successes of any situation, the last stage of AI ends by asking questions about ways to implement the actions and plans created through the entire process.





You have learned about meeting design, facilitation, methodologies and evaluation. Now let's put what you have learned to practice. Think about an upcoming meeting that you will need to design. Use the following form to plan your meeting. Remember it is always best to plan ahead, well in advance of your meeting to insure that your results can and will be met.

**TRY IT!**

## Pre-Planning Meeting

Before you begin, pull together at least 3 to 5 people to assist you in organizing your meeting. Use this form to assist your group with planning your meeting. Once you have completed this form, create the agenda for your upcoming meeting using the information that the group gave.

### Purpose/ Background for Meeting:

*Collaborate with Community public Safety liaison throughout Marion County as well as grassroots neighbors to bring forth strategies to affect Quality of Life for all.*

### 3R's

Relationship	Resources	Results
<p><i>How will the people you invite to this meeting relate to you, each other and the result?</i></p> <ul style="list-style-type: none"> <li><i>IMPD Liaison</i></li> <li><i>Project Safe Neighborhood</i></li> <li><i>Operation My Town</i></li> <li><i>Indpls. Ngh. Resource Cntr.</i></li> <li><i>Mayor's Ngh. Liaisons</i></li> <li><i>Health and Hospital</i></li> <li><i>Mid North Public Safety</i></li> <li><i>Prosecutors office</i></li> <li><i>Marion County 911</i></li> <li><i>Asst. Director of Public Safety</i></li> <li><i>Butler Tarkington Neighborhood</i></li> <li><i>Crime Watch Coordinator</i></li> </ul>	<p><i>What do people have and can bring to help get the results?</i></p> <ul style="list-style-type: none"> <li><i>Refreshments</i></li> <li><i>Music</i></li> <li><i>Meeting place</i></li> <li><i>Grassroots people to do One-on-ones</i></li> <li><i>Facilitator</i></li> <li><i>Flip chart</i></li> <li><i>Neighborhood background and information</i></li> </ul>	<p><i>What do you want to accomplish? What will you see when actions achieve their purpose?</i></p> <ul style="list-style-type: none"> <li><i>Give history of the "Unit"</i></li> <li><i>Build Relationship among the group</i></li> <li><i>Consensus on Mission/Objective</i></li> <li><i>Confirm Collaboration among the partners</i></li> <li><i>Brainstorm for program ideas</i></li> <li><i>Explore Next Steps</i></li> <li><i>Schedule next meeting</i></li> </ul>

### Meeting Methodologies and Approaches

Based on the outcomes from above, develop strategies to assist you in getting your desired results.

List Desired Results	What Method and or Approach will you use?
<i>Build Relationships among the group</i>	<i>Provide Refreshments/Ice Breaker-Get to know others</i>
<i>Give history of the "Unit"</i>	<i>Small presentation on the history of the "Unit"</i>
<i>Consensus on Mission/Objective</i>	<i>Flip chart group brain storm session</i>
<i>Confirm Collaboration among the partners</i>	<i>Pre meeting One-on-Ones to garner consensus</i>
<i>List of program ideas</i>	<i>Flip chart group brain storm session</i>
<i>Explore Next Steps</i>	<i>List topics via flip chart for next steps and assign tasks</i>
<i>Schedule next meeting</i>	<i>Gain consensus for next dates and times for future meetings</i>

### Meeting Evaluation

Informal	<i>Poll on effectiveness of meeting to get results</i>
Formal	



## Pre-Planning Meeting

Before you begin, pull together at least 3 to 5 people to assist you in organizing your meeting. Use this form to assist your group with planning your meeting. Once you have completed this form, create the agenda for your upcoming meeting using the information that the group gave.

### Purpose/ Background for Meeting:

### 3R's

#### Relationship

*How will the people you invite to this meeting relate to you, each other and the result?*

#### Resources

*What do people have and can bring to help get the results?*

#### Results

*What do you want to accomplish?  
What will you see when actions achieve their purpose?*

## Meeting Methodologies and Approaches

*Based on the outcomes from above, develop strategies to assist you in getting your desired results.*

### List Desired Results

•
•
•
•
•
•
•

### What Method and or Approach will you use?

•
•
•
•
•
•
•

## Meeting Evaluation

Informal

Formal

## Draft Agenda

Date: *March 1, 2007*

Time: *6 to 7:30*

Place: *Indianapolis Neighborhood Resource Center*

# of Hours: *1.5*

Note: This draft agenda was created by INRC and used as a tool with the Metro Public Safety Awareness Unit, a collaboration between Butler-Tarkington Neighborhood Association, Crown Hill Neighborhood Association and Meridian-Kessler Neighborhood Association. This unit was created as a result of the Butler-Tarkington Neighborhood Association Study Circle on Public Safety.

Time	Result	Approach
6:00	<i>Build Relationships among the group</i>	<i>Meet and Greet/Refreshments/ Music</i>
6:15	<i>Build Relationships among the group</i>	<i>Ice Breaker on getting to know each other better</i>
6:25	<i>History of the Metro Safety Awareness Unit</i>	<i>Give a small presentation and provide handout</i>
6:35	<i>Confirm collaboration among partners</i>	<i>Pass out colored sheets of legal paper. Ask each stakeholder to write down their responsibilities and goals. Ask each participant to talk about what they wrote and tape it up on the wall. Debrief by the group pointing to how a greater impact could be done if we all worked closer together. Ask each stakeholder for their partnership</i>
6:50	<i>Consensus on Mission/Objective</i>	<i>Present group with the start of a mission ask for their input and work on the development</i>
7:05	<i>Generate program ideas</i>	<i>Unveil a prelist of ideas that the group could undertake and ask for their buy in and additional input for new ideas.</i>
7:15	<i>Explore next steps</i>	<i>Explore next steps for the group by soliciting from the group their thoughts and Flip charting responses. Assign task to participants.</i>
7:20	<i>Schedule next meeting</i>	<i>Gain consensus for the best time for as many as possible</i>
7:25	<i>Informal survey</i>	<i>Pre-board Questions for an informal survey and ask participants for their input. Record the result.</i>

## Tasks for Next Steps

Based on the outcomes from above, develop a task list for next steps.

Task	Responsibility	Due date
Type up final meeting agenda	<i>Val</i>	<i>2/25</i>
Contact special guest (One-on-one)	<i>Callie</i>	<i>2/15</i>
Send out save the dates/Invitations	<i>Callie</i>	<i>2/20</i>
Put together a marketing strategy (See sect. on marketing)	<i>Callie and Ed</i>	<i>2/20</i>
Start gathering needed materials	<i>Val</i>	<i>2/25</i>
Acquire a facilitator and Co-Facilitator	<i>Val</i>	<i>2/15</i>
Gather materials	<i>Ed</i>	<i>3/1</i>
Refreshments	<i>Ed</i>	<i>3/1</i>

## Draft Agenda

Date:

Time:

Place:

# of Hours:

Time	Result	Approach
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## Tasks for Next Steps

Based on the outcomes from above, develop a task list for next steps.

Task	Responsibility	Due date
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Type up final meeting agenda

Contact special guest (One-on-one)

Send out save the dates/Invitations

Put together a marketing strategy (See sect. on marketing)

# REAL LIFE SCENARIO

There are many neighborhood leaders in our communities that are passionate about public safety and bringing people together. One such person is Elaine Bolden, a resident of the Martindale- Brightwood Neighborhood. Elaine saw a need to reach out to her City County Councilor in 2007 to receive support with abandoned homes, high crime and engaging her neighbors. She invited Duke Oliver, the City-County Councilman for her district, to one of her neighborhood meetings to hear from the residents. It turned out to be excellent timing, because Councilor Oliver had been attending neighborhood meetings throughout the community and was hearing some of the same sorts of issues. Councilor Oliver received a lot of information from this group about their concerns.



Armed with this knowledge, Councilor Oliver sought out assistance to engage neighbors together in order to hear their concerns and issues, and to explore ways to improve the community. He and others from the community reached out to INRC for help. The group had an idea to put together a forum on public safety but had no idea how to proceed. INRC's Neighborhood Development Specialist (NDS) staff led the group through the 3R's to ascertain what they wanted to see happen as their Results, what Relationships that they needed to develop to make their forum a success, and what Resources they were going to have to obtain to see their results accomplished.

In facilitating this discussion, INRC used an Appreciative Inquiry style of questioning and APE'ing techniques to start the 3R group Brainstorming session. The participants were engaged in meaningful dialogue that generated the results they were looking for. It wasn't long before the group saw that planning for this community meeting was going to require at least 2 additional design meetings and involve even more residents. By the end of the meeting, the group was armed with an initial agenda for a follow-up meeting with even more supporters.

At the follow-up meeting, the initial 3R brainstorming sheets were displayed again and reintroduced to the group for revision and buy-in. INRC facilitated this group as they had facilitated the previous and, shortly thereafter, the group put together a timeline which included tasks, due dates and delegated work. This was beneficial because that group only had 4 weeks to pull off the forum that included conducting outreach to the community, ensuring the participation of high ranking City and State Public Safety Officials, and securing a place to host the forum. Good thing for them that they had engaged and built relationships with resources that helped to develop the forum.

The day of the event was well-planned. Everyone was busy doing their assignments. One person was in charge of the food, another in charge of the panelists and yet others the vendors and guests. The volunteer greeters were busy ushering in the people and handing out agendas and



questionnaires that were used to solicit audience questions. The group had secured a well-respected moderator, Amos Brown. Mr. Brown facilitated discussion among the 350 plus participants and Public Safety panelists. The audience left confident that their voice had been heard. Many of them got involved in further outcomes, and Public Safety Officials began working on neighborhood concerns such as unsafe houses in the neighborhood and high weeds and trash, working alongside neighbors in their public safety efforts. The forum organizers achieved their desired results and celebrated their accomplishments together.

## TIPS

- ① *Enroll in a Facilitation workshop to become a better facilitator.*
- ① *A good facilitator stays neutral.*
- ① *Be prepared using the 3R's for meeting Design.*
- ① *Try out different meeting methodologies (practice, practice, practice).*
- ① *Always plan well ahead of your intended meetings to allow for good trouble shooting.*
- ① *Set a relaxed and open tone for your meetings by using food, music, and hostess to greet people as they come in.*
- ① *Remember the main goal of an organizer is to engage the community in an inclusive manner.*
- ① *Always arrange your agenda in such a way that you will achieve your intended results.*
- ① *Pull a team together to plan and implement your meetings. Don't be a "Lone Ranger".*
- ① *Share responsibilities.*
- ① *Create and implement an evaluation of your meeting.*
- ① *Follow-up and share the results of your meeting with participants.*



# EVALUATION

Evaluation is how value is assigned to something. Evaluation is a part of our everyday lives. In fact, it is easy to assume that people are in a constant state of evaluation. We evaluate the weather, the traffic, the movies, our neighbor's new landscaping, and on and on. Another interesting characteristic about evaluation is that the end result of any evaluation depends, in large part, on the evaluator's perspective. For example, I love the snow. In my opinion, few things compare to the feeling and appearance of a beautiful winter's landscape as large snowflakes fall and form a shiny white layer on the ground. It makes sense, then, for me to evaluate those snowy, winter days as being beautiful. My friend, however, only likes warm, tropical weather. For her, weather that is hot, humid, and sunny is beautiful. When she sees weather that is cold and snowy, she would say the weather is awful. So, how can one person say something is beautiful and another person say it is awful? The answer is simple: there is a difference in perspective or framework. The method I use to classify a day as being beautiful is different than that of my friend. I look for snow, snow flakes, and cold weather. My friend looks for sun, heat, and humidity. Clearly, there are numerous ways to evaluate something.

## What's Covered

- An Introduction to Evaluation
- Parts of Evaluation
- How to Build an Evaluation Plan
- Telling the Story of your Success





## PARTS OF EVALUATION

The pure and simple truth  
is rarely pure and never  
simple.

*Oscar Wilde*

One of the great mistakes  
is to judge policies  
and programs by their  
intentions rather than their  
results.

*Milton Friedman*

### GOALS

A goal is a general statement about what you would like to achieve through your event, program, organization, or activity. Goals are typically described through a brief statement like “To make our alleys clean places to drive, walk, and enjoy.” The intention of a goal is to provide direction for action, as well as direction for the objectives that you will measure for your evaluation. A goal statement can be general and should capture the spirit of your efforts that will be evaluated (Kettner, Moroney, & Martin, 1999). It is not necessary to measure your goal directly. As you will learn below, the goal will be broken down into different objectives. Those objectives will be broken down into measurable parts which, in sum, will provide the results of your evaluation.

### OBJECTIVES

Objectives are the steppingstones that lead to the goals that you are pursuing through your event, program, organization, or activity. These are the measurable activities that you have deemed necessary to complete in order to achieve the goals you have set. Take for instance the goal stated above relating to clean alleys. One possible objective would be “to recruit 15 neighbors to volunteer for a morning of alley clean-up.” Another possible objective could be “to collect at least 100 pounds of trash during the alley clean-up.”

In general, objectives should either describe the results you are attempting to achieve, or describe the way in which you seek to achieve your results. So, there are two broad types of objectives: Outcome Objectives and Process Objectives (Kettner, Moroney, & Martin, 1999). Both of these types of objectives form the building blocks that lead to the goals of your event, program, organization, or activity.

### OUTCOME OBJECTIVES (FINAL/ INTERMEDIATE)

Outcome Objectives are those objectives that deal with the results of your work. They are the measurable end products that need to be achieved in order to meet your goals. There are two types of Outcome Objectives: Intermediate Outcome Objectives and Final Outcome Objectives (Kettner, Moroney, & Martin, 1999). These two types of Outcome Objectives are both measurable results, but they occur at different times during the event, program, or activity.

Intermediate Outcome Objectives describe the results you hope for before the end of the event, program, or activity. Again, pulling from the two examples of outcomes for the alley clean-up, the objective “to recruit 15 neighbors to volunteer for a morning of alley clean-up”, is





an Intermediate Outcome Objective. This is an Intermediate Outcome Objective because it is a result or end (i.e. having 15 volunteers), and it is necessary to meet this objective before the alley clean up begins.

Final Outcome Objectives describe the results you hope for near the end of the event, program, or activity. The example detailed above, “to collect at least 100 pounds of trash during the alley clean up”, is an example of an Outcome Objectives. This is a Final Outcome Objective because it is a result that will occur at the end of the alley clean up. The objective that we mentioned above “to collect at least 100 pounds of trash during the alley clean up” is an example of a Final Outcome Objective. But, the Intermediate Outcome Objectives must be met before the final outcome objective to be met. They build from one another. In order to collect 100 pounds of trash, the neighborhood group will need at least 15 neighborhood volunteers.

Intermediate Outcome Objectives are the building blocks that lead to the Final Outcome Objective. Each Intermediate Outcome Objective must be met in order to meet the Final Outcome Objective. Each building block must be placed before the house is finally built.

## PROCESS OBJECTIVES

While Intermediate and Final Outcome Objectives deal with measuring the ends or results of an action, the Process Objectives deal with measuring the way in which you try to achieve the Outcome Objectives (Kettner, Moroney, & Martin, 1999). These objectives answer the question, “How will we do this?”.

Consider the example of the Intermediate Outcome Objective “to recruit 15 neighbors to volunteer for a morning of alley clean-up.” In order to achieve this objective, you will need to do at least a couple of things; you will need a process. You might need to send an e-mail to the neighbors that have an e-mail address. Also, you might need to call those neighbors that you have phone numbers for, but no e-mail address. Lastly, you might need to go door-to-door to some new neighbors you have not met. All three of these things will be separate Process Objectives for that Intermediate Outcome Objective of recruiting 15 neighborhood volunteers. Those Process Objectives would be as follows:

- (1) To e-mail all 24 neighbors with an e-mail address and ask if they will volunteer for the alley clean-up.
- (2) To call all 10 neighbors with a telephone number, but no e-mail address, and ask if they will volunteer for the alley clean-up.
- (3) To go visit the 10 new neighbors whom I’ve never met and ask if they will volunteer for the alley clean-up.

As you can see, these Process Objectives pertain to steps that lead to the Outcome Objective of recruiting 15 volunteers. It is important to identify process objectives. As you begin to complete the evaluation process, measurement of process objectives can help one understand the reasons why a particular Outcome Objective succeeded, or where there is opportunity to improve.



### A Final Note on Objectives

Once you have identified all objectives for your goals, it is important to strengthen those objectives by adding three additional elements to the outcome statement. Those three elements are timeframes, measurement tools, and responsibility assignments. The timeframe is the date or range of time for which you will complete each objective. The measurement tool is the way in which you will measure the objective. The responsibility assignment is simply stating the person or group of people who are responsible for completing the measurement of the objective.

Take for instance the process objective “To e-mail all 24 neighbors with an e-mail address and ask if they will volunteer for the alley clean-up.” To fully complete that Process Objective, it is important to add the timeframe, measurement tools, and responsibility assignment. For example, “To e-mail all 24 neighbors with an e-mail address and ask if they will volunteer for the alley clean-up by June 10, 2008 as measured by the Alley Clean-Up Check list and to be completed by John Doe.”

It is understandable that, at first glance, this work of identifying goals and objectives is quite confusing. Remember that they each build from one another in support of the goals pursued by your group or organization.

## TRY IT!

To make better sense of the relationships between goals and objectives, please take a look at the chart below. We have completed the left portion of the chart. In the space provided, develop other objectives to assist in this goal.

Goal: *To make our alleys clean places to walk, drive, and enjoy.*

Final Outcome Objective:

*To collect at least 100 pounds of trash during the clean-up.*

Final Outcome Objective:

Final Outcome Objective:

Intermediate Outcome Objective:

*To recruit 15 volunteers for the clean-up.*

Intermediate Outcome Objective:

Intermediate Outcome Objective:

Process Outcome:

*E-mail Neighbors*

Process Outcome:

Process Outcome:

Process Outcome:

*Call Neighbors*

Process Outcome:

Process Outcome:

Process Outcome:

*Visit new Neighbors*

Process Outcome:

Process Outcome:

## DEVELOPING GOALS AND OBJECTIVES: BUILDING AN EVALUATION PLAN



Since we are working with and in our neighborhood, it is important to get other neighbors involved in evaluating the events, activities, and programs of your neighborhood group. One great way to do this is to assemble an evaluation group or evaluation committee for your neighborhood-based organization. Recruit and assemble a small working group of between 5 to 8 neighbors and neighborhood stakeholders. Try to make this group as diverse as possible with people from all different backgrounds, cultures, and perspectives. Your evaluation plan will be strengthened by a diversity of perspectives while creating the goals and objectives of your evaluation plan.

Once you have the group assembled, set an initial meeting with everyone at a time and place that is convenient for the group. At that meeting, provide an introduction to goals and objectives including their definitions and examples. From there, work with the group to identify goals. If time remains, identify the Outcome and Process Objectives for the activity, event, or program you are attempting to evaluate. You might find it necessary to schedule another meeting to finish the creation of the objectives. The main goal is to allow the group, through conversation, to create the goals and objectives for your evaluation. Once you have created the goals and objectives, display them in a chart that clearly shows the progression from Process Objectives to Goals. Then, schedule future meeting times to review the progress of the evaluation plan and discuss results as they are made available.

**REMEMBER!**  
When creating objectives, be sure to include timeframes, measurement tools, and responsibility assignments.

### *Picture This – A Unique Way to Creating Goals and Outcomes in a Community*

Zion Hill Baptist Church in the Martindale Brightwood Neighborhoods on Indianapolis' North East side wanted to include their youth's perspective to help fuel positive change in that community. After receiving support for various organizations, leaders in that church and its surrounding neighborhood purchased dozens of digital cameras and put them in the hands of a large group of children who live in that community. The children were given one charge: document your day-to-day lives from the bird's eye-view, the street level view, and the bug's eye-view.

The kids received training on basic photography skills and were sent out into their neighborhood to capture their lives through the lens of a camera. Thousands of pictures later, the youth organized their printed images into different themes like "opportunity" and "hope". They use those themed photographs in public spaces and neighborhood meetings to add perspective and help answer the question, "this is what our youth see, what should we do to build from their perspectives?"

When developing outcomes and goals for your neighborhood or neighborhood based organization, your evaluation committee should involve as many perspectives as possible. Using photographs taken by neighbors to fuel a discussion on goals and objectives presents a powerful forum to extract goals and objectives for any evaluation plan. While a picture might be worth a thousand words, perhaps it can also help create several outcomes.

## REAL LIFE SCENARIO



# TRY IT!

We have completed the left portion of the chart below. In the space provided, develop other objectives to assist in this goal.

## GOAL 1.0

To make our alleys clean places to walk, drive, and enjoy.

## GOAL 2.0

## GOAL 3.0

### FINAL OUTCOME

#### OBJECTIVE 1.1

To collect at least 100 pounds of trash during the clean-up, to be completed by the end of the day of the Alley Clean up on June 30, 2008, as measured by a trash weigh-in using a home-scale, assigned to Jane Doe.

### INTERMEDIATE OUTCOME

#### OBJECTIVE 1.2

To recruit 15 volunteers for the clean-up, to be completed by two weeks before the Alley Clean up or June 16, 2008, to be measured by a volunteer sign-in sheet, assigned to Jason Doe.

### PROCESS

#### OBJECTIVE 1.3

To e-mail all 24 neighbors with an e-mail address and ask if they will volunteer for the alley clean-up, by June 2, 2008, to be measured by the neighbor contact log, assigned to Jamie Doe.

### PROCESS

#### OBJECTIVE 1.4

To call all 10 neighbors with a telephone number, but no e-mail address and ask if they will volunteer for the alley clean-up, by June 2, 2008, to be measured by the neighbor contact log, assigned to Jamie Doe.



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### A Note on Measurement Tools:

The term “Measurement Tools” conjures up images of scientific proportions: stethoscopes, rulers, computers, etc. A measurement tool can be as simple as a sign-in sheet, a to-do check-list, or a simple questionnaire. It’s possible that notes from a conversation can be a measurement tool. In general, a measurement tool is anything you use to collect the data that is used to show how you have completed an objective. For instance, if you want to measure the 100 pounds of trash you pick up during your alley clean-up, then your measurement tool will probably be a scale. If you want to have a neighborhood meeting and one of your Final Outcome Objectives is to have 50 people attend the neighborhood meeting, then your measurement tool will most likely be a sign-in sheet. The best guide to selecting an effective measurement tool for your objectives is common sense. So, with the help of your evaluation group or committee, think through all of the possibilities for measuring your objectives and come up with the one or two measurement tools that will work best.

## NOW YOU HAVE DATA, WHAT’S NEXT: TELLING YOUR STORY OF SUCCESS

There are two main reasons for evaluating all the great things you are doing in your neighborhood: to learn and to share with others. Learning together as a neighborhood organization is an important role of an evaluation. As your evaluation group meets to review the progress of the evaluation plan, be sure to review the data that has been measured along the way and discuss the meaning of that data. When appropriate, share that data with other neighbors who are helping in your neighborhood event, activity or program. For your neighbors, a final report is often too late. So, it is important to share your results throughout the process and make changes when needed. This will support the learning process and strengthen your neighborhood efforts.

The other main reason for evaluating your neighborhood events, activities, or programs is to share your successes with the outside world. Again, use your evaluation group to determine the external audience with whom you will share your results. Also, determine the best format for sharing those results. The format for sharing your results might change depending upon the types of audiences that will review them (i.e. funders, other neighborhood organizations, city officials, etc.). There is no correct way for sharing your results, as long as it is appropriate for your audience. Keep in mind, however, that it is perfectly fine to be creative and utilize various methods for sharing (i.e. photographs, charts and tables, narratives, etc.).

When sharing your results, either internally for learning purposes or externally as a final report, be sure to focus on the successes of your efforts even if they were not intended successes. Note any shortcomings you found through the evaluation, or challenges encountered during the planning and/or event. No event, activity, or program is perfect and it is perfectly natural to have room for improvement. It is good to make note of those shortcomings and discuss how you have incorporated the learning in your future actions as a neighborhood. In sum, be creative, focus on your successes, and learn from your shortcomings.



- Involve participants directly with the evaluation process.
- Know who will be reading or reviewing your evaluation results. Know your audience.
- Focus on appropriate goals and document outcomes.
- Document some results as quickly as possible and share them with your audience.
- When sharing your evaluation's results, be open about shortcomings.

Note: From *A Guide to Evaluating Asset-Based Community Development: Lessons, Challenges, and Opportunities*, by T. Dewar, 1997, Chicago: ACTA Publications by John P. Kretzmann and John L. McKnight. Adapted with permission.

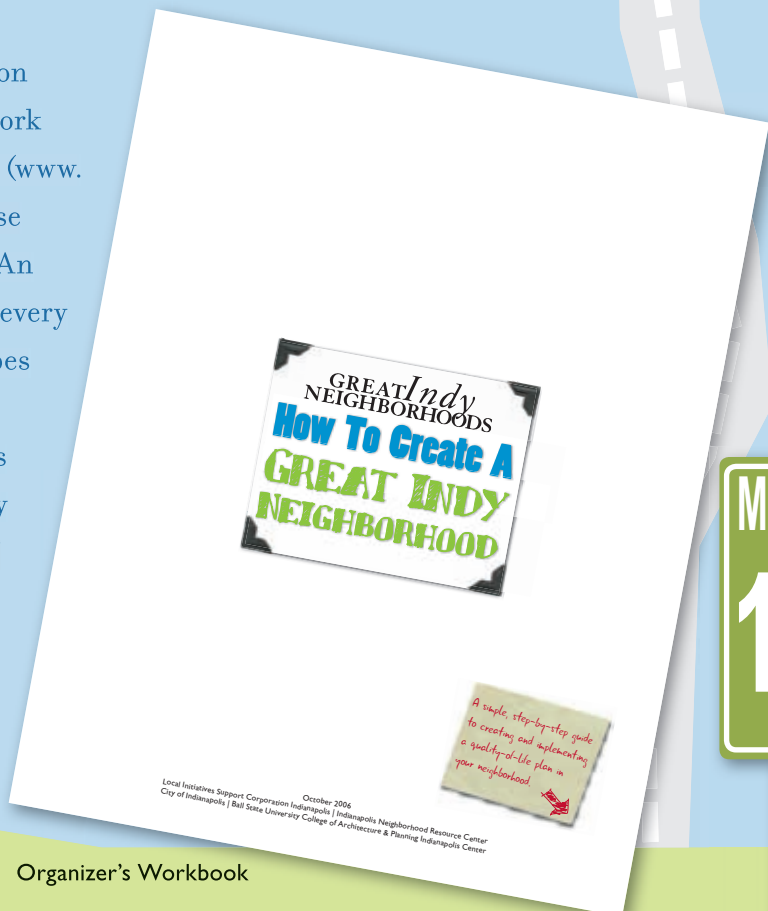
## NOTES (OR DOODLES)

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

# QUALITY OF LIFE PLANNING



Quality of Life planning has been shown through the Great Indy Neighborhoods Initiatives (GINI) to be an extremely effective way to begin to get at truly resident driven comprehensive community development. What GINI demonstrates is that if you are able to engage residents around their visions and passions and then give them the support and authority to act, amazing things are possible. This section is a more detailed version of the framework established in the GINI Planning Guide ([www.greatindyneighborhoods.org](http://www.greatindyneighborhoods.org)). Please use this section in tandem with that guide. An important thing to keep in mind is that every community is different. All of these types of strategies will need to be retrofitted for your community. That said, the tools and processes talked about here are very effective with varying types and sizes of groups.





## THE DATA

One of the real luxuries that you have as an Organizer, especially in Indianapolis, is that you have access to data sources that can help support what the neighborhood wants to work on. There are a number of places that you can turn to get this information. It is important to see all of this data as an aid to conversation or to help stimulate the creativity that can only come from neighbors. The best place to start is with the city planning department. They have access to everything from citizen phone calls for city services, census data, aerial maps and even existing plans that may have an effect on your community. You can see the full list of data available through the planning office on the INRC website at [www.inrc.org](http://www.inrc.org).

Another data resource available to you in Indianapolis is SAVI (Social Assets & Vulnerabilities Index, [www.savi.org](http://www.savi.org)). SAVI provides a web-based tool to pull data from over 30 sources and map it using your established parameters. Residents on the Near Westside of Indy have used SAVI to map by census tract areas that have an elevated high school dropout rate. They added to the map public facilities that could be used for GED classes, and then dropped in bus routes to find the facilities that were in areas that needed the service but could also be accessed using public transportation. The possibilities of SAVI are endless. SAVI also has profiles based on the boundaries of Indianapolis registered neighborhood groups.

Some other important sources for data are as follows:

<http://www.civicnet.net> – This is your online resource to Marion County Government. The best use for this in neighborhoods is the section on Property. It has been used as a good resource to start the search for the true owner of the property in your neighborhood.

<http://ideanet.doe.state.in.us> - This is the State Department of Education website. This is very helpful at getting information on every school in the state. You can find out what schools in your community are doing well on their ISTEP scores and also compare them to similar schools around the state.



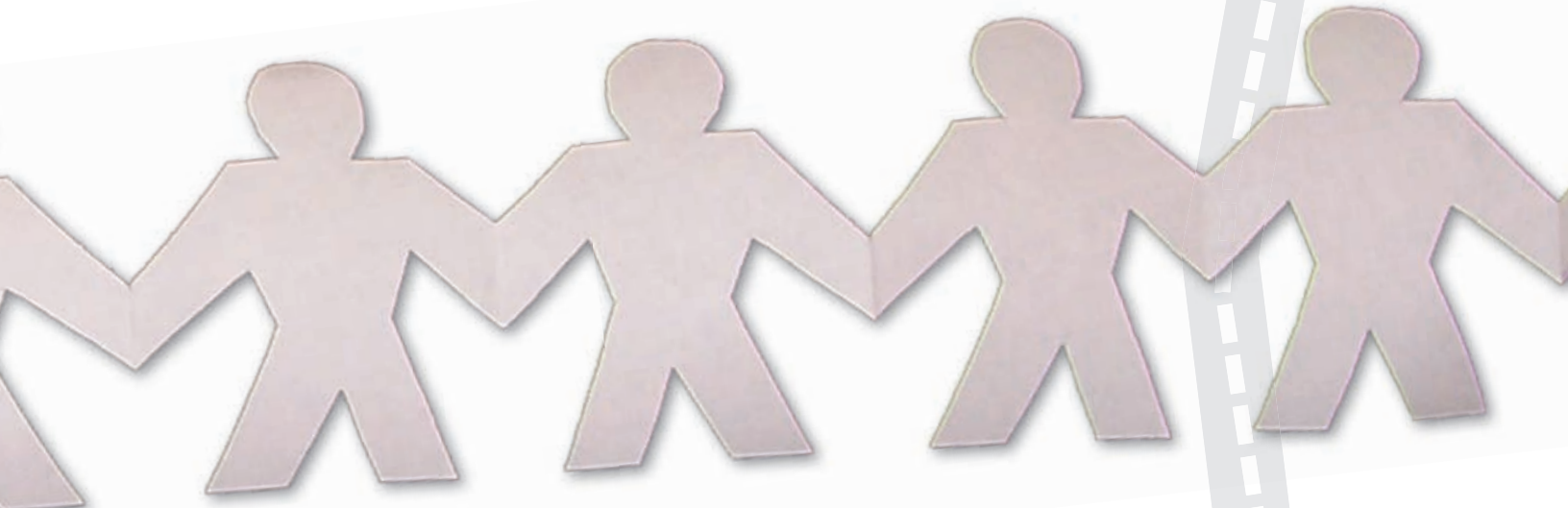
## IT'S THE PEOPLE'S PLAN, NOT YOURS



In order to have a plan that will have the passion behind it to be acted upon, it must come from the people. The residents of your community must understand that it is their responsibility to implement what gets put into the plan. The best way to ensure resident responsibility of a plan is to have as many people as possible assuming ownership during the planning process. In order to do this, you need to organize ... before, during, and after the planning process.

A kick start to the planning process is to organize for a neighborhood-wide visioning event. This is a wonderful opportunity to get all of the community stakeholders in the same room to envision what your community can be. It is also one event in your initial organizing that can build momentum. Market this event as a celebration not a meeting. You want everyone in the neighborhood to think that this is an event not to miss. Think ahead and plan for all of the typical barriers that keep neighbors away. Have a plan in place to address issues like childcare and transportation.

When planning the agenda for your visioning event keep in mind that people are much more willing to talk about things that are important to them. Try to structure the event with as much choice as possible. The Near Eastside Visioning event was structured using a modified version of Open Space Technology (see section on Neighborhood Meetings). They had 3 rounds of 26 table conversations, with first round of topic discussions based on the recommendations of community residents. During the first round anyone in the room was invited to suggest a topic they felt needed to be discussed and it would be a table topic for the next round of discussion. With this method no one could leave the event saying that their issue was not talked about. Another important aspect of this design is that it is completely transparent. It limits the claims that could be made by participants that outcomes were in place before the event.





## EVERYONE LOVES PLANNING

How many times have you been a part of a planning process that was dull and seemed like you were just there to give consent to what the expert has come up with? Did you feel that you were just there to check the “Neighborhood Input” box? Quality of Life planning should be a really exciting time for your community. It is a time for neighbors to develop the roadmap for their visions for the community, and to put them into action.

It is important to remember that your role in this part of the process is to make sure that the connections between neighbors continue to be made. If you have a group of neighbors planning around public safety, you need to make sure that they get connected with those in and outside the neighborhood that have a stake in public safety. This may be local police officers, representatives from the Prosecutor’s office, or your local health and hospital inspectors.

A great way to structure the planning process is to categorize the conversations that took place at the visioning event into a manageable number of planning areas or action teams. Make sure that, however you structure these groups, the categories make sense for your neighborhood. You will see these themes emerge from the conversation topics. Once the group has agreed upon what these teams should be, structure your notes from the visioning session based on these categories.

As a group, determine who in the neighborhood would be a good facilitator for each of these groups and get the notes to them. Set a schedule for the planning meetings as early as possible and stick to that schedule. Everyone needs to know up front what the time commitment will be. It is a good idea to have all of the teams meet on the same night in the same space so that you can benefit with the same interaction across topics that you got at the visioning session, while ensuring communication and coordination between all groups. It also gives people the opportunity to be a part of different groups if they are uncertain about what group they want to be a part of. Once you have your groups established and your dates set, it is time to plan.

As you move through the planning process, it is important to encourage residents to be creative with their priorities. Do not be afraid to dream and plan big. Even if something seems out of reach, if there is a group that is willing to work on it, put it in the plan.

This brings up another good rule: These plans are not be a wish list for someone else to do. You should not be going into this with the expectation that when the plan is complete, the city or someone else will do it for you. The rule for the GINI process was that nothing got printed in the plan that did not have a person or a group of people signed on as responsible for working on that priority. No matter how great an idea it might be, unless someone is willing to work on it, it is not part of the plan.

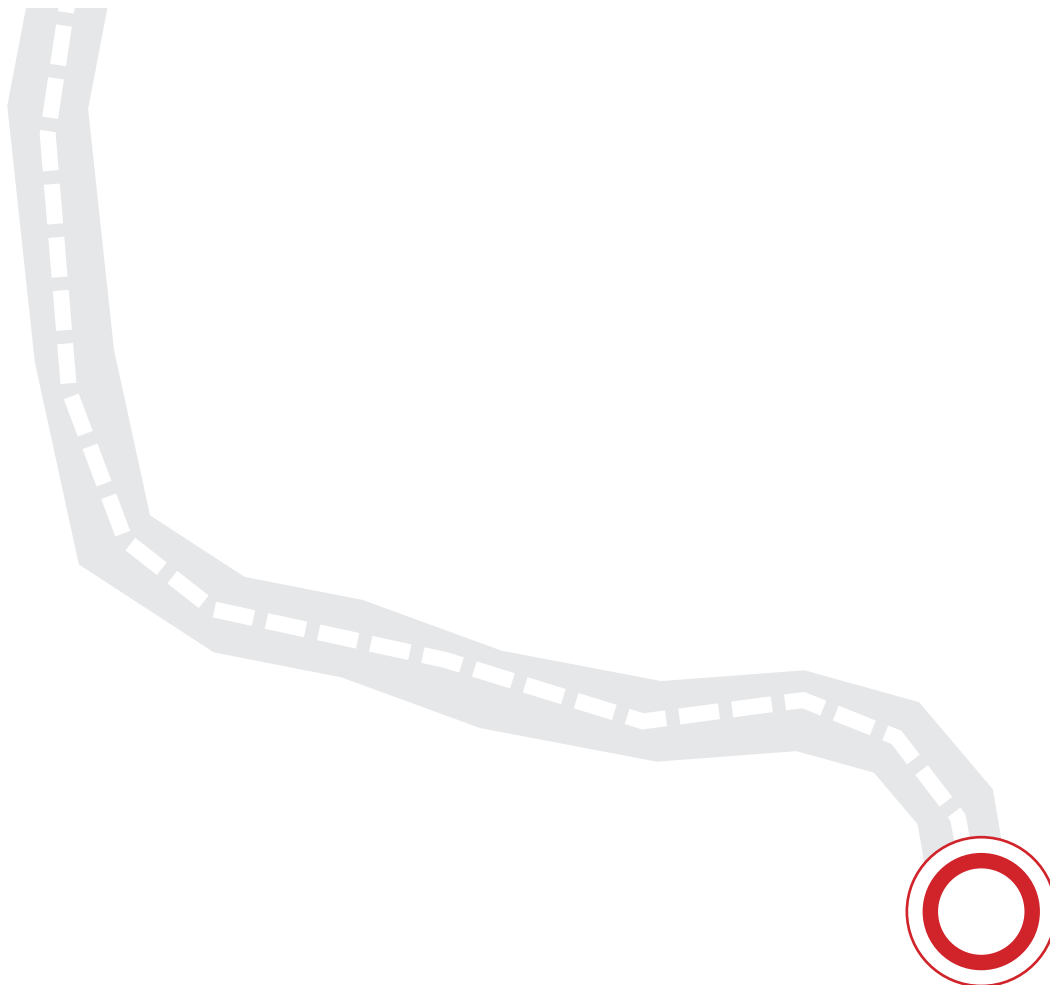
## NOT JUST ANOTHER BOOK FOR THE SHELF



There is nothing more frustrating to neighbors than when they think that all of the time and energy they spent on planning was a waste. The transition from planning to action should be spelled out in the plan and you should waste no time in moving the plan forward. It is important at the completion of the plan to celebrate not just the work that was done, but to also celebrate the neighbors that took the time to do it. It will pay dividends later for people to know that the time they spent planning was not only valued but worth the time.

Once the shift has been made to implementation, it will be important to continuously follow up with the entities that signed on to be responsible for parts of the plan. You will need to be the connector, and the eyes and ears on the street to look to leverage existing resources with the opportunities that present themselves. If you have put together a truly comprehensive plan, every day will present another opportunity to connect someone or another group to the plan. Your role is also to be the continuous promoter of the plan. More connections can be made when the community's priorities are made known to the widest audience possible. It is these connections that will be crucial to the implementation of your community's plan.





*Congratulations!  
You made it!*



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# RESOURCES

*Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Asset*, by John P. Kretzmann and John L. McKnight (The Asset-Based Community Development Institute, Institute for Policy Research, Northwestern University 1993)

*Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey*, by Michael Winer and Karen Ray, (Fieldstone Alliance 1994)

*Collaborative Leadership*, David D. Chrislip and Carl E. Larson, (Jossey-Bass 1994)

*The Thin Book of Appreciative Inquiry* (2nd edition) (Thin Book Series) by Sue Annis Hammond, (Thin Book Publishing 1998)

*When People Care Enough To Act: ABCD In Action*, by Mike Green with Henry Moore and John O'Brien

*Reveille for Radicals*, by Saul D. Alinsky, (Vintage Books)

*Rules for Radicals*, by Saul D. Alinsky, (Vintage Books 1971)

*Democracy in America*, by Alexis de Tocqueville, (Penguin Books)

*The Great Good Place: Cafes, Coffee Shops, Bookstores, Bars, Hair Salons, and Other Hangouts at the Heart of a Community*, by Ray Oldenburg (Marlowe & Company, 1989)

*Organizing for Social Change: Midwest Academy: Manual for Activists*, by Kim Bobo, Steve Max, and Jackie Kendall, (Seven Locks Press)

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*Marketing Workbook for Nonprofit Organizations*, by Gary J. Stern, (St. Paul, Minnesota: Amherst H. Wilders Foundation, 1998)

*Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*, (Jossey Bass Nonprofit and Public Management Series), by David D. Chrislip and Carl E. Larson, (Jossey Bass Inc. Publishers 1994)

*Trying Hard is Not Good Enough*, by Mark Friedman, (Trafford Publishing 2005)

*Open Space Technology: A User's Guide*, by Harrison Owen, (Berrett-Koehler Publishers 1997)

*The World Café: Shaping Our Futures Through Conversations that Matter*, by Juanita Brown, David Isaacs, and World Café Community (Berrett-Koehler Publishers, Inc. 2005)

*Resident Leadership and Facilitation Work Book*, Sponsored by Annie E. Casey Foundation

*Appreciative Inquiry: A Positive Revolution in Change*, by David L. Cooperrider and Diana Whitney, (Berrett-Koehler Publishers, Inc. 2005)

**For electronic resources including links to informative websites, go to INRC's website: [www.inrc.org](http://www.inrc.org)**









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