



University of Southern Indiana



**Engage
Henderson
Framework**

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Engage Henderson Community Revitalization Framework
Center for Applied Research and Economic Development
University of Southern Indiana
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The Engage Henderson (EH) community development initiative in the East End community of Henderson, Kentucky has been ongoing for the past year, since September, 2011. What follows is framework for Phase I of EH with the intent of modeling community revitalization with implications for lessons learned from EH.

Phase I, the Startup Phase, includes four essential elements:

- an **Initiation Element**;
- an **Assessment Element**;
- a **Visioning Element**; and
- a **Collective Action Element**

Each element has essential components or preconditions in order to progress to the next element of the phase.

Prior to the Startup Phase, a Pre-Initiative Phase identifies the Initiator or Lead Convener of the process. During the Pre-Initiative Phase, other “necessary and sufficient” components of the community revitalization initiative are identified, such as highly committed volunteers and subject matter experts (or SMEs). The Pre-Initiative Phase is critical to the success of the Startup Phase as it crystallizes the compelling case for the community revitalization initiative.

Pre-Initiative Phase

In the case of EH, the Pre-Initiative Phase began with One Life Church of Henderson, Kentucky as the Convener for the initiative. The role of the convener is to provide the process, not ideas, for community development. The convener must respond quickly and continually to community needs as they arise to maintain the momentum of the initiative, never allowing a “cool-down” period throughout the process.

Another important aspect of the Pre-Initiative Phase is identifying communities which are ready for development. Communities may be ready in terms of underperforming economically, however, readiness as defined by criteria for successful community development may include:

- A clear consensus of community boundaries – these may be “mapped” according to neighborhood assets, but more importantly include **residents’ perceptions of their community**. People must identify with being a community member within a clearly defined community.

- Demographically, the community must have a sense of “togetherness” that binds them to their surroundings. In that regard, **longevity of residence** is a strong indicator of sense of togetherness and community strength.

In the case of EH, the East End community was mapped as the area east of North Green St. and south of 2nd St. in Henderson. This target area consists of a range of residents having lived in the area for more than 60 years to less than one year. Nearly half of the residents of the East End community rent rather than own their homes. A significant percentage of the population is recent as opposed to long-term residents. After a convener is established and highly committed volunteers identified, a six month period or more may follow in which assessments and informal meetings take place, prior to the Initiation Element of the Startup Phase begins.

Initiation Element (how long did this last?)

During this phase, the convener acts much like a bee, cross-pollinating ideas and needs from one part of the community to another. The convener interacts with a broad cross section of the community listening to and discussing community needs and visions. The convener is viewed as a community partner by local residents with a stake in the community’s success. In this regard, the convener must have “name recognition” within the community.

In addition to being viewed as a community stakeholder and partner, the convener must be perceived as having credibility and a proven track record of working within the community to affect positive change. Organizations which have not been established in a community long-term may “piggyback” onto other organizations which have. Working together in a joint fashion, they may reach more residents and volunteers than a newer organization working alone.

In the case of Engage Henderson, One Life Church had only been in the community for one year, with its opening on October 10, 2010. Having only recently been located in Henderson, the community perception of One Life as a convener in the community was further developed through the Assessment Element of the initiative. One Life worked together with the Director of Habitat for Humanity, initially as a highly committed volunteer with subject matter expertise in community development. The organizational support of Habitat was not deployed in the case of EH, only involvement of Lori Reed, its Director in community discussions.

During the Initiation Element of the phase, highly committed volunteers from various backgrounds were identified as stakeholders in the community revitalization initiative. With EH, those also included: the architectural firm Veazey, Parrott, Durkin & Shoulders (VPS), City Councilmen, local law enforcement and city planning officials, South Heights Elementary administrators and faculty, non-profit leaders, and small business owners. These volunteers serve as the Subject Matter Experts (SMEs) in their respective fields. Together with the convener, they provide the forum for the process of community revitalization.

During the Initiation Element, the convener and stakeholders work together to explore community needs and to recruit volunteers, especially among community residents. This can be accomplished through community block parties or other community-based events to test the waters for community revitalization.

Assessment Element (September 2011 - January 2012)

The Assessment element, or fact-finding element, of the Startup Phase of EH was conducted in partnership with the University of Southern Indiana's social science researchers. USI faculty, led by Dr. Ronda Priest, Professor of Sociology, developed a data collection method of door-to-door individual interviews to assess the East End community demographically, and in terms of community desires. The data was used to determine community strengths and gauge community desires.

Prior to the interviewing process, training of volunteer interviewers took place. In the community revitalization model, this can include a crash course of "Community Development 101" for highly committed volunteers. This is key to developing a common language among the key stakeholders in the community revitalization process.

In addition to individual interviews conducted by volunteers from One Life church at community residents' doorsteps, a property review was conducted to inventory and survey the value of community infrastructure. In addition, South Heights Elementary School surveyed its students' families on their dreams and desires for their community. The EH experience did not include focus groups as part of its data collection method as numerous volunteers through One Life were available to conduct the one-on-one interviews of community residents. Focus Groups may be an integral component of community residents being to share experiences and ideas in a small group format.

A report was produced by USI faculty describing the East End community as a result of the 39 interviews One Life volunteers conducted door-to-door. Demographic data such as household size, gender, age, employment status, and length of residence was aggregated. Qualitative data regarding community strengths and resources was reported, including safety; a sense of "togetherness;" affordability of housing; quality of education; and presence of parks, community centers, and churches. Respondent perceptions of challenges for the community were another result of the individual interviews. The most significant among them were drugs, abandoned buildings, and crime.

Volunteer interviewers then debriefed the research team regarding their experience in the interview process as well as their findings. The USI research team met with One Life volunteers in mid-September, 2011 to provide training and last met with them in mid-October, 2011 to be debriefed. The interviews were conducted over a two-week time period in the interim. Data analysis of the interviews was completed between November 2011 and January 2012. Whereas the Initiation Element of the process is exploratory, the Assessment Element is confirmatory.

Visioning Element (December 2011 – February 2012)

The Visioning Element of the Startup Phase is the product of community-wide discussion following the Initiation Element of the phase. Immediately following the training and deployment of volunteers for the community revitalization initiative, community visioning needs to occur reconvening community members in a large group. The purpose of the community-wide discussions is twofold: to both allow for more participants, and generate feedback from all participants.

Before the community can become action-oriented, as in the next element of the phase, it must first coalesce around a core vision for the community. The findings of the research team can be presented to the community in a community-wide meeting where volunteers and residents are present. The community itself will conduct a SWOT assessment of the community through a facilitator based on the results of fact finding done during assessment. Sue Ellspermann of the Center for Applied Research at USI performed as the facilitator for the community-wide discussions which took place at South Heights Elementary School in December, 2011 for EH.

The outcomes of this meeting were vision elements for the community, including: community priorities and design charettes of what the community vision would look like. The priorities voiced were numerous, with more than sixty different priorities emerging through the facilitation process at the meeting.

Following the December community-wide meeting, a second community-wide meeting was held in February, 2012. It must be noted that two months' time elapsed between these meetings. Given end-of-the-year holidays, it may prove more successful to begin the process of community discussions when interruption of the process isn't as likely. Key to the community revitalization process is that no cool down period be allowed at any time in the process.

At the February meeting, community residents then voted on those priorities which they felt would have the biggest impact on community revitalization in the East End. Of the original 60+ priorities outlined at the first community-wide meeting, residents and volunteers selected eight that were most central to revitalization efforts in the East End. These include:

- Drug-free East End;
- Mentoring program to get single parents self-sufficient and stay self-sufficient;
- Develop a close relationship between neighborhood/police and community;
- New facilities for South Heights School; something BIG;
- Mentoring program for adults;
- WiFi for the community;
- An arts and restaurant district;
- A safe environment for kids from 2 – 10 p.m.;
- South Heights to be the center of the community-create a community playground.

Following the meeting, six converged vision elements were identified through further facilitation:

- Create one community center for all in the East End
- WiFi accessible to the community
- Build on the strengths of South Heights School
- Have an arts and restaurant district
- Provide a safe environment for kids from 2 – 10 p.m.
- Eliminate drugs from the East End

Collective Action Element (March 2012 – September 2012)

Based on the converged vision elements from the community-wide discussions in the Visioning Element, six teams were formed based on the priorities central to the community. Those six priority teams for EH were:

- Community Centers
- Infrastructure
- South Heights
- Arts and Restaurants
- Safe Environment
- Drug Task Force

In general, a successful team will include all of the following components:

- Community Residents (The “Ultimate SMEs”)
- A Subject Matter Expert (SME)
- A Team Leader
- Diverse talents and viewpoints which may include Government Officials

With the EH priority teams, SMEs and Team Leaders were present, however, community residents did not participate past the community-wide discussions and facilitations. A “cool-down” period between the Visioning and Collective Action Elements was significant. Community residents didn’t become involved in the team-building process immediately following the facilitations. The presence of community residents on the teams is critical to the forward momentum and success of the overall initiative.

In addition, a Project Manager is needed to support all of the priority teams, working on a 75% full-time basis. A dedicated manager would keep momentum of the teams moving forward, performing the following basic functions:

- Internal communication among teams and volunteers
- External communication within the community initiative (stakeholders, etc.)
- Facilitated discussion to determine goals, objectives, plans, metrics
- Training for effective team management to “harness energy”

One Life Church approached USI’s Center for Applied Research (CAR) to help with project management tasks such as assisting in internal and external communications and effective team management processes. A Project Coordinator and Communications Intern were hired each at 10 hours per week. In March and April 2012, Bob Seymore of One Life Church met extensively with CAR’s staff and Dr. Matt Hanka who was brought in as content expert in the field of community revitalization. It was determined that EH needed to neutralize itself from being viewed as a One Life initiative. The USI team developed a strategy toward that end, including:

- An online presence for EH
- A “EH Central” meeting place in the East End

Based on these recommendations, One Life established a website for EH and procured a meeting space in the dance hall in Henderson’s East End.

In May, the USI team first met with the priority teams at One Life Church in Henderson to get their feedback on how the USI team could best serve the priority teams. The teams decided that structure and support in terms of internal communications and team management training in the following areas would be of most help:

- Structure and standard approaches to meetings and minutes
- A “USI hub” for all team communication
- Helping EH “tell their story” to the community
- “Mini-facilitations” helping to develop goals

To standardize practices, Priority Team Toolkits were produced and furnished in the month of June to each of the six priority teams. The Toolkits included best practices for team management, including developing mission statements, identifying measurable outcomes based on the mission and running effective meetings. In addition, the Communications Intern made calls to each of the teams to gather information and establish baselines for future progress.

In July, three community-wide meetings were held in the East End with the objective of recruiting community residents to the teams, while functioning as “mini-facilitations” of teams following up on the Toolkits. At each of the three team meetings in July, short-, middle- and long- term objectives were established for each of the teams. Meeting minutes were disseminated to communicate to all team members progress of EH overall.

No new community residents joined the priority teams as a result of the July meetings. Few or none were present at each of the meetings. It was determined that the designated meeting time conflicted with church meetings at a popular neighborhood church. A neighborhood block party, or other event to re-energize the community may have been effective in restarting the energy of the teams since so much time elapsed between the first priority team meetings (July) and the community-wide meetings more than six months earlier.

In August, CAR staff developed a brochure to showcase EH the initiative and detail the priorities of the teams. The brochure was intended to serve as both a PR tool and fundraising literature for EH. During the process of producing the brochure, the team structure for EH was abandoned by the EH steering committee and a three-prong initiative for EH took its place. Rather than focusing on six separate teams working toward their respective priorities, EH decided to “cross-breed” goals of the six, working toward three common goals:

- Coordination of mentoring programs
- Using the Community One website to recruit volunteers for infrastructure improvements
- Expanding the highly successful Blazer University program from South Heights to satellite locations

The USI team modified the brochure to reflect these changes, and is awaiting feedback from EH on how to best move forward with the publication and distribution of the brochure.

In August and September, the USI team communicated with EH volunteers to receive updates on progress following the July meetings. In September, an electronic newsletter went out to all EH team members to update EH as to progress made toward achieving short-term goals. Only half of the original six teams contributed to the newsletter. One of the teams was dissolved and absorbed into other team efforts.

The end result of the priority team structure and support will result in a “handing off” of the defined objectives and goals to residents and resident organizations. At the conclusion of CAR’s involvement after the six-month time period following team formation, the initiative was not “hand off” ready. It is our assessment that an intense outreach campaign to community residents is needed to get them on board.

Appendix

APPENDIX A:

USI Facilitated Meeting Minutes

Engage Henderson
Arts District & Community Center Priority Teams
Meeting Minutes
5:30 – 7 p.m., July 11th 2012
Dance Hall (Letcher & Powell)

5:32 Opening (Bob and Kate)

- Bob: Question for the evening: How can Priority Teams “cross-breed?” Work toward a common purpose with their respective goals?
 - Proposed a monthly meeting schedule for the next two months (August, September)
 - Connect to South Heights families; how do goals engage the East End community?
- Kate: Goals vs. Objectives (measurable action items). Important for sense of accomplishment, measuring success and evaluating overall progress.
 - Distributed Priority Team Leader Binders, including Leader Toolkits

5:45 Priority Team Progress Reports

I. Arts District (Lisa) GOALS:

- Create an “arts culture” in the East End community
- Kid element – grow arts culture through arts programming at South Heights
- Rebrand the East End block of Letcher between Powell and ?? as an Arts District
- Improve community: Establish an Arts District in the East End: Studio space/working studios/galleries
- Grow local economy: Use Arts District to grow further economic development of East End; Internet cafes, music and other storefronts, recording studios, etc. (Appeal to multiple venues)

OBJECTIVES:

- NEAR TERM (next 30 days) Replicate Blazer University at South Heights – summer/fall after school arts programming
 - Identify artists to offer after school art classes at South Heights this fall; groom them for participation in Spring Arts Festival
 - Coordinate after school programming with Rob Carroll
 - Develop tee shirt design campaign for South Heights students
- MEDIUM TERM (next 60 days) Arts Festival Tee Shirt Design Contest
 - Further develop tee design campaign
 - Promote contest among students
 - Identify vendors for tee screen/printing; collect bids
 - Follow up on grant application for funding; sponsors for tees

- LONGER TERM (beyond next 60 days) Spring 2013 Arts Festival
 - Secure booth rentals – artists and other vendors
 - Secure permits as needed
 - Publicity/promotion (encourage broad attendance among East End residents)
 - Connecting with Kentucky Arts Council (where to begin?)
 - Designation of Area = TIF
 - Brian Eaton = possible County High partnership?

II. Community Center (Emma) GOALS:

- Racially integrate community programming for East End
- Coordinate community-wide programming after school/summer/ongoing
- Possibly create one new community center for all kids

OBJECTIVES:

- NEAR TERM (next 30 days) Create a Community-wide Calendar for East End events
 - Designate a team member to be calendar coordinator
 - Create a community calendar link on EH.com; coordinate with Brittany, Heath @ OneLife
 - Coordinator to gather event/programming information: JFK, Salvation Army, CATS, South Heights, 4H etc.
 - Publicize calendar on NPR, flyers, press releases Gleaner etc.
 - Regularly update calendar
- MEDIUM TERM (next 60 days) Survey South Heights students on “after school programming wish list”
 - Replicate survey that resulted in Blazer University
 - Coordinate with Rob Carroll
 - Kate/USI a resource for survey design
 - Life skills component – extend to adults as well
 - Develop additional programming based on results
 - Secure multiple locations for future event offerings
- LONGER TERM (beyond next 60 days) Investigate Salvation Army acreage for outdoor event programming
 - Coordinate with Roy of Salvation Army
 - Visit site
 - Select outdoor programming from wish list: sports, community garden, etc.
 - Publicize among East End residents of all backgrounds
- LONGER TERM (beyond next 60 days) Strategic Planning
 - Sustain resources of community
 - Further investigate financial resources

**Engage Henderson
Infrastructure & South Heights Priority Teams
Meeting Minutes
5:30 – 6:45 p.m., July 18th 2012
Dance Hall (Letcher & Powell)**

5:30 Opening (Austin)

- Austin: results-driven, outcome-based progress reports from teams;
- Kate: focus on short-term objectives for teams (short-term = next 30 days)

5:40 Priority Team Progress Reports

1. Infrastructure (Mike Farmer) GOALS:

1. Complete a comprehensive survey to characterize conditions on a block by block basis and make it available to the Henderson County Planning Commission for their use.
2. Incorporate the Henderson Police Department crime data into the neighborhood survey database to identify crime hot-spots that require creative attention (for specifics, see Crime and Drug Abuse Reduction Team Goals)
3. To manage a realistic scope and expectations, identify a small multi-block area to pilot various redevelopment strategies before they are adopted over the broader neighborhood.
4. Use the survey to prioritize improvements that require minimal capital:
 - a. Reduction of litter, junk, and abandoned vehicles
 - b. Weed control and overgrown landscaping
 - c. Painting of selected residential properties
 - d. Minor maintenance of selected residential properties
5. Identify government and private funding sources that can be used by residents for major home maintenance projects.
6. Develop a strategy to aggressively manage the inventory of abandoned buildings, while recognizing the property rights of their owners.
7. Increase homeownership through bank financed properties that have been rehabilitated to fit the character of the neighborhood and sold to qualified borrowers.

8. With city involvement, consider the establishment and determine the routing of a community- wide bike path that would transit through the 'East End'.....to begin to build a portfolio of 'destination assets'. Tie WiFi access into a bike path in the East End community; use WiFi access in combination with destination assets (Arts District). Combine these assets to maximize ability to bring people into the neighborhood from outside.
9. To balance the significant amount of manpower that will be needed with limited funds available, leverage the volunteer assets of the community through effective outreach, including use of the 'Community One' neighborhood development tool (online tool which connects volunteers with faith-based organization's volunteer opportunities). Focus on a small area and grow out from there. The initial small area would be comprised of high-priority "payback" items.
10. Test various ways to increase the value of vacant lots:
 - a. Community gardens
 - b. Mini-parks
 - c. Improved landscaping

OBJECTIVES:

- NEAR TERM (next 30 days)
 - Complete grids on comprehensive survey
 - Crime/Drug Use Reduction Taskforce will identify "hot spots" for pilot program
 - Rehabilitation Committee will locate a 3-4 block area for pilot project for infrastructure redevelopment
 - Finalize subcommittee or subteam structure for Infrastructure Priority team to align with goals (including Drug Use Reduction and Rehabilitation subcommittees, or taskforces)

II. South Heights (Rob Carroll) GOALS:

- Vision Statement: In 5 years, South Heights Elementary will be an anchor of change in the community by bridging the gap from birth through college!

OBJECTIVES:

- NEAR TERM (next 30 days)
 - Secure matching funds for Kaboom playground grant (\$20K); develop literature for fundraising
 - July 30 annual summer retreat at OneLife; open to all EH; discuss opportunities to "cross breed" among teams
 - August 13 "Rock the block" block party to kick-off school year at South Heights
 - Mentor database development

CALENDAR/UPCOMING DATES:

- July 30th, OneLife 5th Annual Summer Retreat
- August 13th "Rock the Block" school kick-off event at South Heights
- September 8th Block Party at JFK Community Center, 11 a.m. – 1 p.m.; open to all EH Priority Teams

**Engage Henderson
Infrastructure & South Heights Priority Teams
Meeting Minutes
5:30 – 6:45 p.m., July 25th 2012
Dance Hall (Letcher & Powell)**

5:30 Opening (Austin)

- Bob: results-driven, outcome-based progress reports from teams;
- Kate: focus on short-term objectives for teams (short-term = next 30 days)

5:40 Priority Team Progress Reports

I. Drug Elimination (Mike Farmer) GOALS:

Baseline analysis of East End: the number of arrests in the East End is 40% of violent crime in Henderson and 27% property crime in Henderson. These are disproportionately high percentages given the number of area residents in the East End: the East End comprises 26% of households in Henderson; and only 8% of the land area in Henderson.

- Pilot a small scale project in three “hot spot” areas of square blocks in the East End.
- DOJ survey of replicable innovative programs which would work in East End – there are 15 cities the size of Henderson which are in the top one third (of similar-sized cities) with respect to crime statistics nationally – *with the exception of the East End*. Probation and parole best practices from other municipalities.
- Emphasis on domestic violence correlated with drug use crime statistics.
- Community policing / relationship-building. Use East End as a “test tube” for local substations approach to community policing.
- Build pride in criminal justice: police, judges, prosecutors as being progressive and cutting edge.

OBJECTIVES:

- NEAR TERM (next 30 days)
 - Publicize the disproportionate crime statistics in the East End while emphasizing how well Henderson rates nationally in terms of crime overall. An opportunity to close the gap, and raise the standard of living for all Henderson residents.
 - Publicize the difference between violent and property crimes in the East End; create an environment receptive to the community policing approach to crime prevention and control

- Develop a documented strategy for juvenile justice, probation and parole practices, video surveillance, and domestic violence in East End
- Get interdepartmental buy-in for the community policing / local substation pilot project in East End

II. Mentoring / After school Programming (Rob Wiederstein not present)

GOALS:

- Develop a community-wide plan to providing mentoring and after school enrichment programs in the City of Henderson
- Coordinate the efforts of all organizations in the community providing a concerted effort: Big Brother/Big Sister (BBBS); Lead to Read; Jefferson Elementary School; South Heights Elementary School; Kid's Hope (First United Methodist Church of Henderson)

OBJECTIVES:

- NEAR TERM (next 30 days)
 - Identify and relationship-build with contacts among all organizations working to provide programming from the hours of 2:30 – 5:30 p.m. through the week
 - Currently BBBS feeds mentors to South Heights students; increase number of mentors available to Blazer University at South Heights students (some 70 students are currently without a mentor)
 - Reinstitute the Lead to Read literacy program at South Heights; tap into community leaders to work as mentors in other capacities after school; buy into the Launch 1199 program
 - Assist the new principal at Jefferson Elementary (from South Heights) in establishing strong ties between the two schools
 - Outreach to Kid's Hope which is located next to South Heights

APPENDIX B:

Newsletter

Newsletter

(Information to be inserted into desired template)

In May of this year, Engage Henderson (EH) began working with the Center for Applied Research (CAR) at the University of Southern Indiana on a new phase of the East End community development project. Together, with team USI, EH identified and acted immediately on steps to move forward.

An online presence:

In June EH established an online presence at engagehenderson.com. The website updates the community on progress updates through blogs, photo galleries and frequent posts. The website links include resources: the Priority Team Leader Toolkits developed by CAR to help teams manage the process of team leading and team building and the Community One online resource which matches volunteers with opportunities in the community.

A "Toolkit" for Team Leaders:

In June, CAR developed Team Leader Toolkits which the teams used to articulate their visions for the East End issues their teams are tackling. The kits provide leaders with the tools they need to build on successes as well as engage the wider community in the effort of redevelopment. The items proposed within the toolkit will help keep conversations focused and targeted to specific goals that align with the larger vision and mission of EH. The toolkit was used throughout meeting in July and teams have implemented many of the strategies for effective and efficient team practices.

An East End headquarters:

In July EH secured a meeting space in the East End Dance Hall on Powell Street. Each of the six priority teams met that month with Team USI to shape missions and identify objectives to move their teams forward. It is our hope that the Dance Hall will encourage East End resident participation in Engage and serve as a visible reminder of change in the community.

A message to the broader community:

In August, Team USI produced a tri-fold brochure available to all EH leaders to communicate their message of community renewal to partners in Henderson and beyond. The brochure features the charettes for the East End Arts District vision, including destination assets in the community. The brochure recaps a shared approach to community renewal based on coordinating mentoring, expanding the Blazer University programs to a network of community centers, and improving infrastructure through Community One.

September concludes Team USI's partnership with Engage, culminating in this newsletter recapping our joint success. We have been encouraged by the energy and commitment of our partners to revitalizing their community and addressing the

challenges they face with creative solutions. We are convinced that EH will include increasing numbers of East End residents involved in the renewal of their community and transform it from within.

Priority Teams Updates:

1) Community Center – Emma Todd (withdrawn)

After much consideration this summer it has been decided that the Community Center initiatives will be subsumed into the other priority teams. With the overlap between the Community Center and South Heights Elementary teams using the banner of Blazer University to coordinate all community programming, the South Heights team will now encompass the goals of the Community Center team. Together with JFK and the Salvation Army, South Heights will function as a “multi-siting” community center from the hours of 2 – 10 p.m., with satellite campuses rather than a central location. Through this collaboration, the “Community Center” will combine existing programs like musical instrument instruction, cheer/tumbling and life skills classes to encourage a cultural shift in Henderson; to be a “cultural architect.” The Center will reach out to other priority teams, such as the Arts District team, to work toward a common goal.

2) Infrastructure – Robby Mills, Mike Farmer, Mike Farmer, Heather Wingfield

Many members are still imputing the 3,286 property surveys into a database to further identify which homes and areas are in need of repair and service. Once the data has been analyzed, the team is going to look at many demographic considerations and weatherization of properties to identify a target area of improvements. Working with the online site, CommunityOne, many volunteers will then be matched with the projects residents need help in completing. The online service will also serve as a training tool for coaches who are interested in serving the community with creative attention to the physical condition of neighborhoods.

3) South Heights – Rob Carroll

The South Heights team is working on developing a database of fourth graders who will be most impacted by mentoring based on three indicators: school attendance/truancy, behavior in the classroom and failure to meet reading and math standards. Jefferson Elementary could be duplicating this effort, adding to the database. In addition to the traditional tutoring programs like homework help, after school programming includes athletics and music classes (see Community Center above). There are plans for a college-like student center and the addition of new opportunities for students like an “App Club” which could supplement the 21st Century Grant. The team continues to work on procuring matching funds for the KABOOM grant it received for playground development.

4) Arts District – Lisa Baird and Kaylen Winter

The Arts team has put much focus onto the T-Shirt design contest that was proposed at the meetings in July, in order to start marketing an Arts Festival. The Arts team will work with South Heights to identify arts teachers who can offer classes through Blazer University and participate in the design contest and champion an eventual festival. The team members are working to get a T-shirt Design date confirmed, most likely to be held at the Dance Hall on Letcher and Powell in the East End. A Festival is tentatively being planned for next spring on Letcher Street as well. A team member is currently working to get Henderson designated as a Kentucky Arts & Cultural District, based on the Paducah experience. There has also been a formal application filed for a \$5000 grant to help with the spring Festival and organization and materials for the T-shirt design; the team is still waiting on a response on securing funds.

5) Mentoring – Rob Wiederstein

As stated above in the South Heights team report, absenteeism, behavior, and course failure are issues plaguing student development. The mentoring team wants to emphasize preparedness to help students become better individuals while serving both the community and families at home. Through the recruit of committed volunteers, the team will improve problem-solving skills of students and give them practical applications for creating an environment that is safe, secure and sound. The first step in getting to this goal is a trip to St. Louis to visit that Big Brother Big Sister program, which has developed a successful model to enhance both the student and the teacher. By watching the program in action, the Mentoring Team will use best practices and coordinate with the Lead to Read, Big Brother Big Sister, and Kids Hope to work with children in the 4th grade in Henderson. The team will draw on the mentoring database from South Heights and Jefferson and will focus on recruiting committed mentors who go beyond the “take your student out to lunch” involvement with their students.

6) Eliminate drugs/crime – Mike Farmer?

One proposal by team members to eradicate the crime problem in the East End is to identify the 10 most repeated offenders. This would include working with the local law enforcement to build profiles against those who habitually break the law. Eventually, once there is enough evidence to identify the issues that plaque both that individual and the community, members would confront offenders during their next transgression and serve them an option of doing time toward community service, expanding educational opportunities, and demonstrating a change in life behaviors or serve time within prison. By giving an ultimatum, it is with hope that it will have a ‘trickledown’ effect to other offenders to stop their habitual crime patterns.

Appendix C:

Brochure

Neighborhood Life Cycle

The 2010 census was a "wake-up call" for community redevelopment opportunities in communities like Henderson's East End, and advanced the "healthy neighborhood lifecycle" approach to community revitalization. This perspective asserts that neighborhoods, just like their residents, are living organisms with a four stage life cycle:

Growth: A period of gains in innovation and entrepreneurship
Stability: A period without any significant expansion or erosion
Decline: A period of diminishing population and prosperity
Renewal: A period of rejuvenation and rebranding

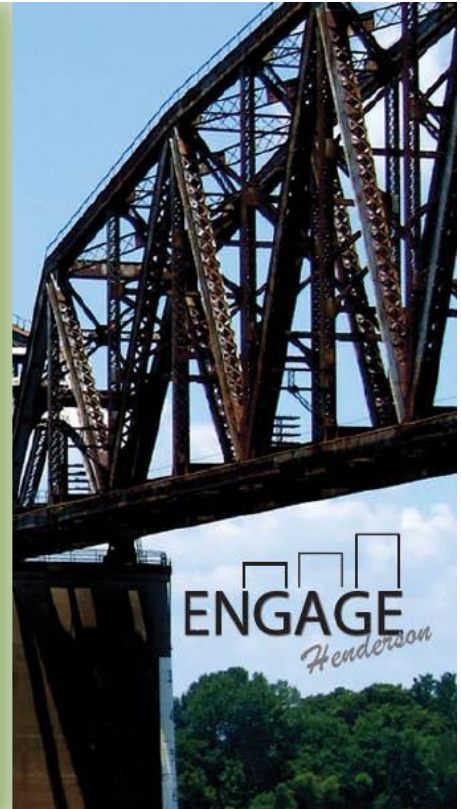
It is imminently clear that the East End has entered into the decline phase, making it ripe for robust renewal opportunities.



ENGAGE Henderson

Our mission is to provide a process that creates partnerships with residents and community resources to improve the quality of life in targeted neighborhoods.

www.EngageHenderson.com



Engage Vision & Values

Engage believes that every community has untapped potential and that healthy communities are places of culture, hospitality, and innovation. Engage Henderson (EH) is facilitating strong neighborhood engagement and rebuilding neighborhood pride in the East End community of Henderson, Kentucky to restore its healthy community status.

Central to the Engage mission is the notion that local residents, themselves, know best how to confront the challenges they face.

Through collaboration and partnership, EH is raising awareness of revitalization opportunities and destination assets in the East End by bringing together all community stakeholders, to rebrand the local culture.

LISTENING to the dreams, gifts and strengths of people in an open discussion of ideas

LEVERAGING the strengths and assets of the community

PARTNERING WITH not just FOR the community

COLLABORATING on a common vision

The values of Engage include:

LISTENING-Seeking to understand the dreams, gifts and strengths of people by providing a safe place for open discussion of ideas.

LEVERAGE-Building on the strengths and assets of the community.

PARTNERSHIPS-Doing things WITH not just FOR the community.

COLLABORATE-Focusing the gifts of many on a common vision.

COMMUNITY-Serving through community and in the community to ensure the well-being of all.



Strategies & Solutions

With EH providing the table for discussion, stakeholders have developed a work plan with clear objectives and have begun the process of renewal. Community stakeholders have identified the following goals to empower area residents:

• **Replicate Blazer University at South Heights Elementary**
 Establish satellite campuses to expand community programs based on the highly successful Blazer University at South Heights Elementary School, including Arts and Adult Education programming.

• **Recruit and Train 150 Mentors to Serve the East End**
 To keep kids safe and secure, EH will coordinate current mentoring programs in Henderson, and recruit and train qualified adults to serve as role models and help students develop the life skills necessary for the 21st century.

• **Match volunteers with redevelopment opportunities through Community One**
 Match people and projects to address repair, weatherization, and rehabs in the East End to enhance infrastructure and create a climate of community pride and safety.



APPENDIX D:

Priority Team Toolkit



Providing a process that creates partnerships with residents and community resources to improve the quality of life in targeted neighborhoods.

Priority Team Leader Toolkit

Effective Practices

Center for Applied Research



University of Southern Indiana

June 2012

Contents

Working in Small Groups	Meeting Tools
<ul style="list-style-type: none">• Preparation• Setting the Mission Statement and Goals• Creating a Structure• Maintaining and Sustaining Teams• Some Helpful Dos• Some Helpful Don'ts• Recognition• Evaluation	<ul style="list-style-type: none">• Running an Effective Meeting• How to Plan an Effective Meeting• Meeting Agenda Design• Meeting Assessment Checklist• Meeting Evaluation

Tips for Success:

- Establish “quick wins” for attainable progress and for membership to be a valuable use of time;
- Leading a successful meeting means carving out plenty of time for planning and preparation;
- Bring energy and enthusiasm to your team. This will set the stage for your efforts;
- Encourage input from all team members. Be prepared to validate personal stories;
- Make sure every voice is heard. This might require calling on the quiet members and time-keeping with more vocal members;
- Keep members active (but not too active). There is a fine line between keeping members engaged with responsibilities and overloading their already full schedules;
- Recognize members often. The team and its members should be attributed with success and the leader should ensure that happens (even if much of the work is completed by the leader at first);
- Meetings should start and end on time and be productive;
- Don’t overload agendas....it is easy to do!

I. Working in Small Groups

Strategies for Success

- **Preparation**
- **Setting the Mission Statement and Goals**
- **Creating a Structure**
- **Maintaining and Sustaining Teams**
- **Some Helpful Dos**
- **Some Helpful Don'ts**
- **Recognition**
- **Evaluation**

Preparation (Before the First Meeting)

The best meetings are those with a clear set of questions to be answered and an established process that lets everyone at the meeting have a say in answering those questions. At the end of the meeting you should have an agreed upon set of operating principles.

1. Bring interested stakeholders together. Carefully identify key stakeholders: East End residents; local businesses; governmental agencies; area experts. Identify yourself as the team leader in the initial call or letter. Ask each member to come prepared by bringing their business card and contact information. Finalize priority team contact list to be distributed among all members following the first meeting.
2. Prepare a written agenda. (See Meeting Tools Section for more on meeting agenda design.) Tell people what you will be doing at the first meeting, who will be speaking on what topic, and how long the meeting will last. Attach a list of invited participants. Distribute to all team members in advance of the first priority team meeting.
3. Describe the problem. Early in the meeting have a speaker accurately and succinctly describe the problem in your community that the team will address. Choose a speaker who can speak with authority and do so in a compelling manner – this speaker may be a community stakeholder, East End resident or other team member; it is not necessarily the team leader. This is the speech that will convince others to join your effort; it will function as your mission statement within the team. (Future facilitation with USI may be warranted for problem definition.)
4. Solicit involvement. Once informed, it is time to solicit participation in the effort. Ask members what form of help they would like to offer. It is helpful to openly discuss the pros and cons of each of the presented strategies, as well as potential problems that could arise by forming partnerships and coalitions outside the team.
5. Ask members to make a specific commitment. One way to get involvement is to ask for a specific commitment. Ask members what their team could do on its own to help the effort, without additional outside resources. Or, you may want to give them a list of suggested programs they can do within their own groups; and, ask them to commit to adopting one or more of them.
6. Develop a mission statement for the coalition. Begin to outline the mission of this coalition. The leader may need to further develop the statement and send it to attendees for comments at the second meeting.

7. Follow-up after meetings: stay in touch. Rapid follow up after the first meeting will convey the right message-that you are serious about this work, time is of the essence, and you want all members to stay involved.
8. Send a brief summary of the meetings. (See Effective Meeting Minutes) If time permits, call new members to thank them for attending and ask what they thought of the meeting. It is extremely important in the beginning to stay in touch. Don't just say "good-bye" at the first meeting and not speak with them until the second one. That's the quickest way to lose new members.

Setting the Mission Statement and Goals

Whether at the first meeting or a subsequent meeting, the team needs to develop a written statement about this priority team. This document should spell out the purpose, goals, and mission statement for the coalition.

1. **Purpose** Describe various functions the team might serve. A team can have a number of functions: coordination of services, community education and awareness, and advocacy.
 - Pose the question: For what purpose does this group exist?
 - Write down all responses and decide which to adopt.
2. **Goal setting** Begin by explaining that teams are successful at accomplishing many goals that reach beyond the ability of any single member.
 - What does this group specifically want to achieve with its combined talents?
3. **Developing a mission statement** The mission statement should be short, simple and specific. It should combine aspects of the purposes and goals already listed, and be written in a way that clarifies the purpose of the group, and guides and focuses your team through its growing pains. The mission statement will be used to educate and persuade the community, the media, and future coalition members about your purpose and cause.
4. **Identifying "quick wins"** Choose a couple of activities that have a likelihood of early success. This will help get the team going and strengthen them for the more difficult tasks. You need to make the members feel good about their participation in the group by actually accomplishing some stated goals.

Creating a Structure: committee formation and leadership

At some point you must decide how the team will make decisions (such as Roberts' Roles of Order /parliamentary procedure), and develop "working" or "standing" committees. At a minimum, the team needs to have a steering committee and make decisions about who the spokesperson(s) will be for the team.

One way to brainstorm about which working groups or committees to form is to create a wish list of projects to undertake. Following are some ideas:

- Develop a speakers' bureau to increase public awareness, target specific groups to educate and potentially recruit members to the team. The speakers' bureau could be directed by a service organization or another advocacy group.
- Create a long-range marketing/promotion plan integrating existing activities and new ones suggested by team members. The plan may include special events to increase public awareness, gain publicity, and increase volunteerism. An example of long-range promotion is the arts district team's fair planned for 9/8/12.
- Target the private sector and local businesses to join your team.
- Solicit money for team activities or other programs that the coalition feels are important. This may include cash and in-kind contributions. The team may create a generic sponsorship package and wish list.
- The team can establish its priorities from the wish list and develop committees from the final list of projects the coalition wants to do. Each individual can choose one or several committees on which to work.

Delegation of Responsibility to "Working" or "Standing" Committees

The effectiveness of a group depends on how well it delegates responsibilities and supports members' activities from one meeting to the next. Members should feel free and confident they can carry out their responsibilities within clearly defined guidelines.

Delegation
1. <i>Clear guidelines</i> – members know when they are free to act and when they should seek guidance from others.
2. <i>Clear task definition</i> – members know what is expected of them between meetings.
3. <i>Available assistance</i> – members have ready access to the help they need between meetings.
4. <i>Freedom, safety, and support</i> – individual initiative is encouraged between meetings and the group supports members' efforts to carry out their responsibilities.

*** Other rotating functions for team members includes: timekeeper and note-taker/recorder at meetings.*

Maintaining and Sustaining Teams

There are several things you can do to help maintain interest and participation in the team:

- Communicate to or make sure that each member is communicated to about the activities of the coalition: newsletters, conference calls, mailings, regular meetings, etc. (See Meeting Minute Template for internal and external communications coordinated by USI)
- Share power and leadership.
- Address team tension early. Acknowledge problems, do not be in denial.
- Hold regular meetings of the entire team, i.e. first Wednesday 5:30 – 7 p.m. at the Dance Hall.
- Perform evaluations and assessments.
- Recognize and reward achievement and successes; hold award ceremonies. This also communicates progress externally as powerful PR.
- Remember to say thank you often.

The following will help sustain a team:

- Stay focused on your mission.
- Keep the demands on members simple and realistic.
- Develop clear roles and expectations for members.
- Provide ongoing opportunities for members to interact socially within the team. The “team-building” event.
- Focus on the assets you have to work with as opposed to the deficits that you face.
- Encourage members to see the coalition as a resource that can help them do their job more effectively.
- Plan activities that demonstrate the impact of your group. Again, PR opportunities and recruitment tools.
- Give recognition to coalition members as often as possible.
- Legitimize the need for each individual to reevaluate their role periodically.
- Always look for ways to recruit new members.

Some Helpful Dos and Don'ts

DO:

- Be inclusive. Do not limit the types of organizations and individuals to approach for membership.
- Understand the needs and concerns of each prospective member. Make sure everyone understands what you are trying to accomplish and how you think they can help.
- Be patient. This seems to be a recurring theme, but a necessary one.
- Be very clear about the roles and responsibilities of the team and its committees. People need to understand what is expected of them. They can help develop a work plan, but that should be included in their roles and responsibilities. Ambiguity only leads to confusion and this can cause people to drop out of the team.
- Develop specific activities. The best way to keep people involved and motivated is to give them responsibilities to fulfill and make sure their tasks are short and sweet. Timelines and deadlines can be useful tools in terms of letting members see the beginning and end to specific activities.
- Ask for ideas, suggestions, and help. When asking for help and assistance, the leader needs to be a facilitator, not a speaker. That individual also needs to make sure all coalition members offer their views, and that people who might be shy are called upon to give their opinions. Keeping track of every suggestion is also important. Make sure that everyone's opinions and views are counted. The facilitation process should lead to members "buying in" to the team's goals, because people feel their contributions are valued.

DON'T:

- Don't be demanding. Appreciate everyone's contribution.
- Don't be impatient. Democracy is time-consuming.
- Don't be confusing. State plans clearly and concisely.
- Don't lecture. You are not in a classroom
- Don't waste time; people's lives are too busy.
- Don't forget reminders. When sending out a meeting notice, follow up with a phone call the day before the meeting to remind people.
- Don't forget newsletters, minutes, and regular up-dates. (Initially, USI will help provide a newsletter to all of the teams, and for external purposes. Eventually, teams will have media and communications committees that will serve this role.)

Recognition and Evaluation

Recognition

One of the most frequent problems in teams involves the giving and receiving of credit. At times, the fighting and jockeying over who gets recognition for what often seems petty. Some may feel that this is something that groups need to be cured of, and that the proper attitudes will make it go away. But quite to the contrary, these problems are rooted in a basic survival instinct. They will never go away, nor should they.

An organization's ability to raise money, recruit members, build power, attract staff, develop leaders, and fulfill its mission depends on the amount of public credit it receives, particularly in the media. Teams that lose sight of "giving credit where credit is due" do not last long.

When the issue of the team is of secondary importance to a particular member, then the issue of giving credit is less of a problem. But when the issue of the team is also the main issue of the member, then the issue of giving credit is a thorny one. The team's strategy needs to be structured so that there are actions the members do jointly as a team, and others that the team helps members do in their own names.

Evaluation

There are several questions to ask of the team on a regular basis, at least once each year. The same questions should be asked after work is completed on each project.

- Does the team work well and is it effectively reaching its goals?
- Were there unintended results of team efforts?
- Were the unintended results positive or negative?

Evaluation is critical and an on-going process.

II. Meeting Tools

Managing Your Team

- **Running an Effective Meeting**
- **How to Plan an Effective Meeting**
- **Meeting Agenda Design**
- **Meeting Assessment Checklist**
- **Meeting Evaluation**
- **Team Meeting Assessment**

Running an Effective Meeting

Preparation is the key to running an effective meeting. This section outlines: How to prepare for the meeting, develop an agenda, things to consider when leading, concluding and following the meeting, and some effective meeting characteristics.

Preparing for the Meeting

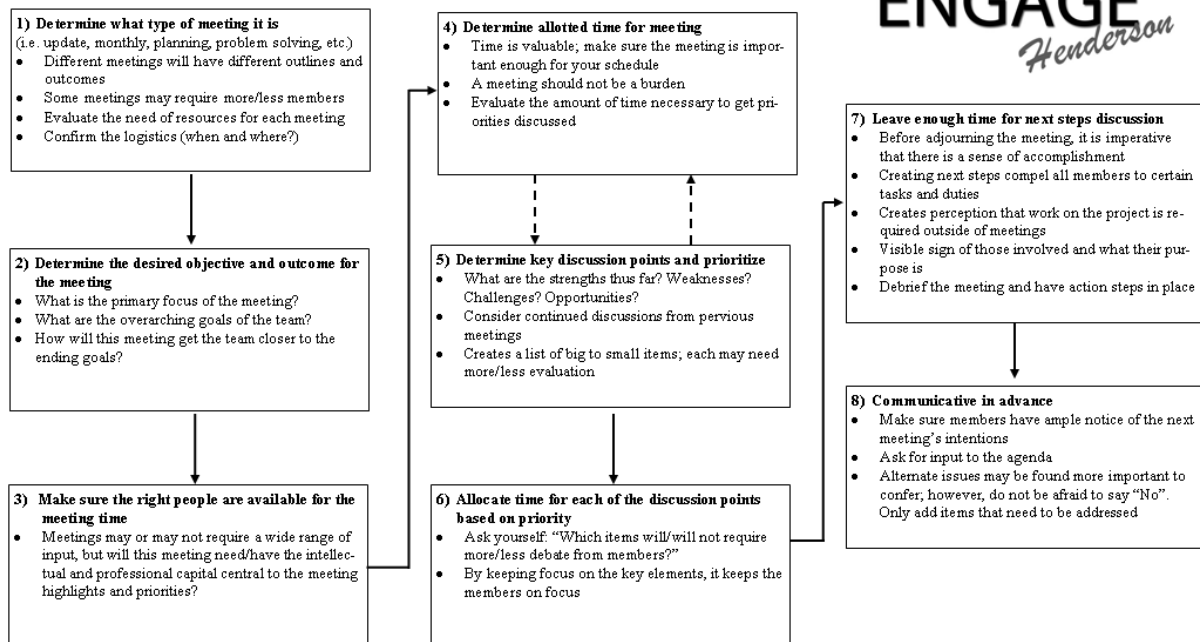
- **Define the purpose, objectives, and outcomes**
What do you expect to result from this meeting?
- **Determine what type of meeting is necessary (face-to-face, conference call, etc.)**
Not every meeting needs to be face-to-face. Consider the logistical needs of meeting participants and the functional needs of the meeting.
- **Set time and place based on mutual availability**
When and where is best for the majority of meeting participants?
- **Select meeting participants**
Make sure all of the key players are a part of the process.
- **Make invitations**
Participants should receive a formal written invitation whether electronic or otherwise. Additional personal invitations to key participants can also ensure meeting success.

Developing an Agenda

Develop a thorough agenda

A well-constructed agenda keeps the meeting on task and moving. In developing the agenda, you should also consider the most appropriate forms of participation (i.e. brainstorming, small group work, large group discussion, etc.). Ideally, the agenda will be developed by consulting the following process:

Developing a Meeting Agenda: Suggestions for Efficiency and Effectiveness



When planning or proposing a meeting, the foundation for a successful conversation needs to be set. It is vital that all members understand the goals of the meeting, the value of having a meeting, as well as the relevancy for the project in mind. Discussions are healthy, but a meeting requires structure and procedure to keep the flow of conversation targeted and on-track.

Disseminate agenda and necessary materials in advance of meeting

Participants should have a copy of the agenda and meeting materials far enough in advance so they can prepare for the meeting.

Meeting Agenda Design Sheet *(for shared responsibility)*

Purpose of the Meeting:

Desired Outcomes or Goals:

Ground Rules:

Meeting Type or Combination of Types:

Date, Timeframe and Location:

Pre-meeting

Time Estimate Activities/Preparation Person Responsible Needs

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

During Meeting

Order of Agenda Person Responsible Process Time Allocated

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

Facilitator_____ Recorder _____ Note Taker_____

After Meeting

Follow-up actions: (Who? Will do What? By When?)

- 1.
- 2.

Facilitating a Meeting

Opening the Meeting

- **Start and end on time**
Punctuality counts when people are on a schedule.
- **Do introductions and provide nametags or table tents if appropriate**
A meeting is greatly enhanced if you assure that everybody knows each other's names. People do not like to admit they have forgotten somebody's name, so nametags and tents assure that names are not a problem.
- **Establish expectations**
Restate the purpose, objectives and outcomes for the meeting.
- **Review and revise agenda**
Give participants a chance for input on the content and process of the meeting before you begin.
- **Assign roles**
Take time before or at the beginning of the meeting to recruit a facilitator, recorder, note-taker and other roles as needed.
- **Determine what notes should be taken and to whom they should be sent**
Notes serve three primary purposes: providing information for people not attending, keeping an historical record, and recording action steps. Decide which of these is relevant and take notes accordingly.
- **State ground rules**
State up front what the parameters of the meeting (i.e. decision-making process, group authority, conduct, budget constraints, etc.)

Encouraging Participation

Utilize participation techniques

How can the collective ideas and insights of meeting participants best be gathered?

- **Maintain meeting focus**

Keep participants on time and on task. Assign a "time-keeper." This may be the note taker or secretary.

- **Develop action steps**

Identify specific actions to be taken, who will take them, and by when they will be completed. The following template can be used for developing action steps:

Task	Who	Objective	How/Comments
1. List tasks from "wish list" here	List who is going to be assigned the task; which committee	What will this task accomplish, and by when?	How is it going to be done; what resources are necessary?
2.			
3.			

Concluding the Meeting

- **Review action steps to be completed**
Who is going to perform action steps? When will action steps be complete?
- **Final comments**
Give participants a chance to provide closing comments on the content of the meeting.
- **Discuss agenda for next meeting**
What were the items the note taker identified for "new business" at the next meeting? Recap.
- **Confirm date and time for the next meeting**
If possible, set meeting schedule for the long term to assure more complete participation.
- **Assess meeting**
Get constructive critiques of the meeting and integrate recommendations into the process of the next meeting. What did you like about today's meeting? What went well/didn't go well?

Following the Meeting

- **Send out minutes in a timely fashion**
Make sure everybody who needs it has a record of the meeting.
- **Follow up with key people who were not in attendance**
Who else needs to know about what happened in the meeting?
- **Follow up with people responsible for action steps**
Friendly reminders and support help get the job done.
- **Send out thank-you notes or calls to meeting participants**
Showing your appreciation for input lets others know the value of their participation.

Excerpted from *Tools for Comprehensive School Health Programs: Running an Effective Meeting* (pp. 1-3) with permission from the Wisconsin Department of Public Instruction, 125 South Webster Street, Madison, WI 53702; 800/243/8782. Retrieved December 2, 2003, from <http://www.dpi.state.wi.us/dpi/dlsea/sspw/pdf/effectivemeeting.pdf>

See the following page a Meeting Minutes template to standardize all communications within Engage Henderson and the greater community of the East End Neighborhood, the City of Henderson, and Kentucky and the Tri-State area as a region

Minutes**Engage Henderson****Priority Team Name****1) Who was/was not present?**

How can we accommodate absent team members? Do we need to revisit meeting time to increase participation? Are all of the key contributors present? *Who needs to be at the table?*

[Date]

[Time]

[Location]

[Type of Meeting]

[Members present and Roles:]

[Agenda Item #1]**[Time Allotted]**

Discussion

Conclusion

Next Steps/Action

[Member Responsible]

[Deadline]

2) Agenda Items

Provides structure to meeting

Labels which items were identified and approved by all team members

3) Length for certain items

Assess if meeting kept attention on already cited priorities

Allows review of overall effectiveness of discussion

4) Decisions Made

Gives a definite answer/solution to problems

Gives credit to/recognizes the members in attendance

5) Next Steps/Action

Creates clear responsibilities deemed appropriate to resolve

Allows members to have a task to accomplish before next meeting; provides a projected timeline of task

[Agenda Item #2]**[Time Allotted]**

Discussion

Conclusion

Next Steps/Action

[Member Responsible]

[Deadline]

[Parking Lot]**[Team Progress/Challenges]****6) Major Discussion Points, Parking Lot**

This will list which items had the most dialogue, which items displayed the most interest, and which items were demonstrated as possible concerns (in the parking lot)

7) Team Progress

Check up on status and attitudes

Estimates and calculates where the team will need to be in the future

8) Team Challenges

Potential discussions at next meeting?

Receive feedback on overall movement and meeting effectiveness; attains strengths/weaknesses

Effective Meetings Have the Following Characteristics

Desired Outcomes They are clear and agreed upon by members.

Agenda

The process, content, and timeframe are clear. The agenda is prepared. The group agrees on the agenda.

Clear Roles

Everyone's role is clear. People know what is expected of them.

Preparation

Participants, leaders, and presenters are well prepared.

Room Set Up

The room and seating arrangements support the meeting purpose.

Decision-Making Power

Power issues and decision-making procedures are detailed ahead of time.

Unbiased

The meeting leader shows no bias and is perceived as being neutral, fair, and firm.

Total Involvement

The meeting leader involves and fully engages each meeting participant.

Real Issues

The real issues are on the table and are honestly faced. Hidden agendas are brought into the open.

Process Tools

The leader has good facilitation skills to help the group achieve its goals.

Diversity

Diverse opinions are sought out and respected.

Responsibility

Each participant takes responsibility for the success of the meeting.

Accountability

Who, what, and when regarding items needing action are clearly established and assigned to group members with a completion date.

Evaluation

At the end of the meeting, participants indicate that the meeting was a good use of their time.

This tool authored by: Vicki Thomas Corlett,
Prevention/Organizational Consultant, Human Potential, Ft. Collins, CO, 1999.

How to Plan for an Effective Meeting

Can you answer these questions?

- Why are you having a meeting? What are the goals and/or expectations
- What type of meeting will it be? Planning? Problem solving? Information sharing?
- Who should attend?
- What kind of involvement and participation do you want?
- How many people will be included?
- Where are you going to meet?
- What is the most effective room arrangement?
- What roles/responsibilities should individuals have during the meeting?
- Who will have the power and authority to make decisions?
- What methods and techniques of discussing, planning, problem solving and decision making are you going to use?
- How much time do you have?
- Will you provide refreshments?
- Do you have a sign-in sheet, including space for contact information?
- Will there be an agenda?
- Will there be presentations? What equipment will you need?
- Will there be some kind of record of what took place at the meeting?
- What are the desired outcomes of the meeting?
- How are you going to determine tasks, deadlines and responsibilities?

Adapted from *Communities for A Drug Free Colorado: A Community Team Training*
[Participant training manual], p. 165, by Communities for A Drug Free Colorado.
Training conducted May 1–4, 1988, Colorado Springs, CO.

	MEETING ASSESSMENT CHECKLIST	Acceptable	Needs Work/Comments
PLANNING	1. Notification in timely manner of the meeting and location.		
	2. There was a prepared agenda.		
	3. Officers and committees were ready to report.		
	4. The meeting room was pre-arranged.		
ORGANIZATION	1. The meeting started on time.		
	2. Guests were introduced and welcomed.		
	3. Agendas were available for all members.		
	4. The purposes for the meeting were made clear.		
	5. There was a transition from the last meeting.		
	6. One topic was discussed at a time.		
	7. One person had the floor at a time.		
	8. Discussion was relevant.		
	9. Chairperson summarized the main points of the discussion.		
	10. The meeting moved along at a reasonable pace.		
	11. Committee assignments were complete and clear.		
	12. Plans for the next meeting were announced.		
	13. All that was planned for the meeting was covered.		
PARTICIPATION	1. Members participated in discussion and voting.		
	2. The chairperson responded to questions.		
	3. The pros and cons of all issues were considered.		
	4. Members gave suggestions to committees.		
	5. Responsibilities were evenly distributed.		
	6. Members participated in planning the next meeting agenda.		
VALUE	1. Progress was made toward goals.		
	2. Something was learned.		

ATTITUDE	1. Attendance was good.		
	2. Everyone was on time.		
	3. All members acquainted; new members were introduced.		
	4. There was a "warm up" period before the meeting.		
	5. There was some humor during the meeting.		
	6. Members and officers helped one another when needed.		
	7. There was an atmosphere of free expression.		

Adapted from "Meeting Evaluation Checklist" in *Running Effective Meetings*.
Retrieved August 29, 2003, from the University of Michigan, Student Activities and
Leadership, Guidelines & Resources site: <http://www.umich.edu/~salead/resources/>

Meeting Evaluation: Recording Participants' Comments

One of the simplest ways to evaluate a meeting is to record participants' comments on a flip chart, using two columns. Three examples are listed below:

Learnings/ Insights	Changes

Highlights/ Why	Tough Spots/ Why

Pluses	Wishes

From *Facilitation Guide for People in Prevention—Beginning the Journey* (p. 44),
by L. Walker, (in press), Norman, OK: Center for Substance Abuse Prevention's
Southwest Center for the Application of Prevention Technologies,
College of Continuing Education, The University of Oklahoma.

Appendix E:

Timeline



Scope of USI Work

	June	July	August	September
USI weekly status reports	X	X	X	X
USI tools for priority teams use in planning and running successful meetings	X			
Priority teams institutionalize planning tools		X	X	X
USI clarification of priority team status (phone calls)	X			
Priority team self-facilitation to determine priorities and tasks		X	X	
Priority and Engage Henderson teams send updates to USI using status template		X	X	X
USI to send out internal monthly communication		X	X	X
USI to send out community communication			X	X
USI to assist with community discussion (PR)			X	

Appendix F:

Framework

Assist Priority Team Communications within the Team:

Task	Objective	How/Comments	Deadline
1. Develop a structured framework for teams to use when planning meetings and developing minutes.	<ul style="list-style-type: none"> - Provide consistency within and between the priority teams - Assist in agenda aligning with overall Engage Henderson mission and vision - Assist in making sure meetings have desired outcomes 		By Friday, June 29
2. Develop a framework that defines roles of the team members in meetings necessary to be an effective group.	<ul style="list-style-type: none"> - Sets expectations up front on team participation - Ensures that the necessary tasks are completed at meetings (i.e. minutes, meeting logistics communicated, etc) 	<ul style="list-style-type: none"> - For example: secretary to record minutes and submit to USI; a "news reporter" that coordinates picture taking and event summaries; etc 	By Friday, June 29
3. Establish a consistent meeting time and place.		<ul style="list-style-type: none"> - Bob will identify a place in or near the East End for all meetings - Taylor to send out reminder emails 2 weeks in advance of regularly scheduled team meetings. 	By Friday, June 29

4. Assess current status of team and planning needs.	<ul style="list-style-type: none"> - To determine specific needs of each team in terms of planning, prioritization, and progress 	<ul style="list-style-type: none"> - Elissa to develop questions to gauge progress - Phone calls and attendance of meetings if appropriate 	By Friday, August 31
5. Have "quick wins" discussions with the teams.	<ul style="list-style-type: none"> - Keep the energy going through communication of the quick wins - Help team assess and prioritize a couple of quick wins 		By Friday, August 31

Assist priority teams, Engage Henderson, and other key stakeholders

with communication between the teams:

Task	Objective	How	Deadline
1. Develop a single monthly communication highlighting priority team progress using team minutes and other highlights provided by teams.	<ul style="list-style-type: none">- To ensure all priority teams and other stakeholders are aware of work being planned and undertaken.- Communicate best practices to teams.- Communicate available resources from Engage Henderson team to priority teams (eg grants that Mike Shoulders is aware of)	<ul style="list-style-type: none">- Team priority leaders to provide USI with minutes and other updates by a specified time each month.- USI to send out a reminder email to submit information by chosen date- Engage Henderson convener and other stakeholders to contribute as well- Bulletin should always include the message: Here is EH, mission, what we do, etc.	By Tuesday, July 31
2. Use Engage Henderson "branding" in all communications	<ul style="list-style-type: none">- To have a "unified" approach to communications- To highlight this is an initiative of Engage Henderson- To make Engage Henderson a clear and visible presence throughout the community.	<ul style="list-style-type: none">- Maggie will design a logo and tagline to use in all communications	By Friday, June 29

<p>3. Develop webpages with information for entire Engage Henderson presence</p>	<ul style="list-style-type: none"> - Easy access for all of Engage Henderson information (contact information, minutes, updates, etc) - This scope of work needs further development 	<ul style="list-style-type: none"> - Bob will provide overall structure of web presence or USI may help build the "portal" - Kate and Taylor to work with Bob for this scope of work - USI to populate the some of the information (Taylor) 	<p>Low priority</p>
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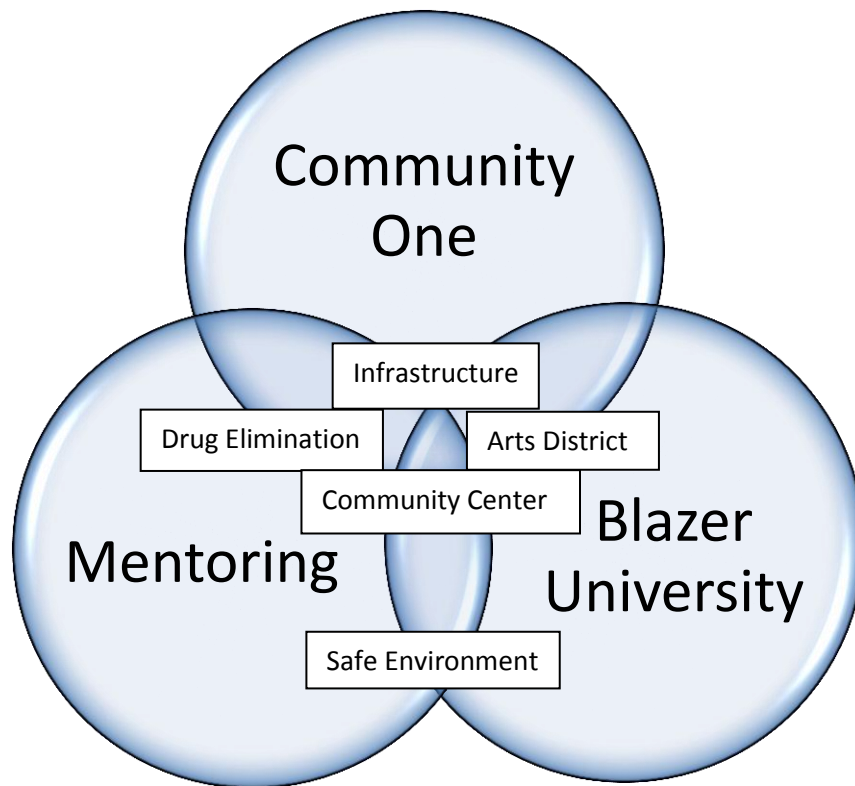
Assisting Engage Henderson with Community communications:

Task	Objective	How	Deadline
1. Expand the monthly priority communications to monthly newsletter for community constituents.	<ul style="list-style-type: none">- To communicate the Engage Henderson message beyond the Engage Henderson team- To engage more neighborhood residents in the process- Promote the entity of Engage Henderson versus individual priorities	<ul style="list-style-type: none">- Team priority leaders and other stakeholders to provide USI information to include in newsletter- Develop list of information to communicate in each newsletters- Based on monthly priority team reports and other news as deemed important by priority teams- Team may have assigned "news reporter" which sends information to Taylor. All submissions will be proofed by USI before inclusion in the newsletter	By Friday, August 24

<p>2. Develop webpages with information for Community</p>	<ul style="list-style-type: none"> - Easy access for all of Engage Henderson information - Blog sites - This scope of work needs further development 	<ul style="list-style-type: none"> - Bob will provide overall structure of web presence or USI may help build the "portal". - USI to populate the some of the information (Taylor) 	<p>Low priority</p>
<p>3. Develop and release PR for use before events meetings as appropriate. Write news articles on events for publication in regional publications.</p>	<ul style="list-style-type: none"> - To communicate upcoming meetings to the neighborhood and solicit additional participation if desired. - To expand perception that this is a neighborhood initiative where Engage Henderson provides resources 	<ul style="list-style-type: none"> - As requested by Engage Henderson team - Determine list of media contacts for PR - Determine publications to submit articles to: papers, community college, USI, etc. 	<p>On going</p>

Appendix G:

Objectives



I. Arts District (Lisa):

- NEAR TERM (next 30 days) Replicate Blazer University at South Heights – summer/fall after school arts programming
 - Identify artists to offer after school art classes at South Heights this fall; groom them for participation in Spring Arts Festival
 - Coordinate after school programming with Rob Carroll
 - Develop tee shirt design campaign for South Heights students

II. Community Center (Emma):

- NEAR TERM (next 30 days) Create a Community-wide Calendar for East End events
 - Designate a team member to be calendar coordinator
 - Create a community calendar link on EH.com; coordinate with Brittany, Heath @ OneLife
 - Coordinator to gather event/programming information: JFK, Salvation Army, CATS, South Heights, 4H etc.
 - Publicize calendar on NPR, flyers, press releases Gleaner etc.
 - Regularly update calendar

III. Infrastructure (Mike Farmer):

- NEAR TERM (next 30 days)
 - Complete grids on comprehensive survey
 - Crime/Drug Use Reduction Taskforce will identify “hot spots” for pilot program
 - Rehabilitation Committee will locate a 3-4 block area for pilot project for infrastructure redevelopment
 - Finalize subcommittee or subteam structure for Infrastructure Priority team to align with goals (including Drug Use Reduction and Rehabilitation subcommittees, or taskforces)

IV. South Heights (Rob Carroll) GOALS:

- NEAR TERM (next 30 days)
 - Secure matching funds for Kaboom playground grant (\$20K);
 - develop literature for fundraising (Quality of Life brochure);
 - July 30 annual summer retreat at OneLife; open to all EH; discuss opportunities to “cross breed” among teams;
 - August 13 “Rock the block” block party to kick-off school year at South Heights;
 - Mentoring database development

V. Drug Elimination (Mike Farmer):

- NEAR TERM (next 30 days)
 - Publicize the disproportionate crime statistics in the East End while emphasizing how well Henderson rates nationally in terms of crime overall. An opportunity to close the gap, and raise the standard of living for all Henderson residents.
 - Publicize the difference between violent and property crimes in the East End; create an environment receptive to the community policing approach to crime prevention and control
 - Develop a documented strategy for juvenile justice, probation and parole practices, video surveillance, and domestic violence in East End
 - Get interdepartmental buy-in for the community policing / local substation pilot project in East End

VI. Mentoring / After school Programming (Rob Wiederstein)

- NEAR TERM (next 30 days)
 - Identify and relationship-build with contacts among all organizations working to provide programming from the hours of 2:30 – 5:30 p.m. through the week
 - Currently BBBS feeds mentors to South Heights students; increase number of mentors available to Blazer University at South Heights students (some 70 students are currently without a mentor)
 - Reinstitute the Lead to Read literacy program at South Heights; tap into community leaders to work as mentors in other capacities after school; buy into the Launch 1199 program
 - Assist the new principal at Jefferson Elementary (from South Heights) in establishing strong ties between the two schools
 - Outreach to Kid's Hope which is located next to South Heights

APPENDIX H:

Leadership Notes

RESPONSIBILITIES OF PRIORITY TEAM LEADERS

1. Responsibility to Engage Henderson mission
2. Responsibility to the East End Community
3. Responsibility for Stewardship
 - Create and maintain mission statement
 - Oversee programs
 - Planning: goals, objectives, strategies
 - Evaluation of Priority Team and EH – are we meeting our goals?
 - Secure and manage financial resources/fundraising
 - Assure effective use of resources (financial and human resources)
4. Responsibility for evaluating own performance, as a Team

PRIORITY TEAM LEADER JOB DESCRIPTION

- Regularly attend board and committee meetings
- Read board meeting minutes and minutes of committee assignments
- Read the EH newsletter, visit the EH website
- Understand our goals, objectives and programs
- Know how we make decisions and why
- Encourage team members to report to team meetings (form committees)
- Know our budget
- Always inquire if a decision is questioned by you or any member
- Avoid fiscal or programmatic conflicts of interest
- Have a nominating committee for all leadership positions and written nominating procedure
- Monitor the image of EH in the East End community
- Make sure the EH is recognized as a broad group and not a small group of members

WHAT VOLUNTEERS CAN EXPECT OF US

- Attention to details
- Adequate preparation for meetings
- Fulfillment of commitments
- Candor in relationships
- Judicious use of time
- Meeting deadlines
- Prompt responses to requests
- Leadership
- Support in controversial situations
- Accessibility
- Loyalty and confidentiality

(Source: *The Effective Voluntary Board of Directors*, Conrad & Glenn)

LEADERSHIP

**Is the ability to step forward
and take a stand while others
hesitate.**

**It is accepting the
responsibility of living up to
the highest standards. Daily.**

**It is demanding more not only
of others, but of yourself.**

**And never forgetting that to
remain a leader, you must be
worth following.**

(Source: Shearson Lehman Hutton advertisement titled "Leadership by Example")

A LEADER IS . . .

**A leader is best
When people barely know she exists.
Not so good
When people obey and acclaim her.
Worse when they despise her.
But of a good leader
Who talks little
When her work is done
Her aim fulfilled
They will say
"We did it ourselves."**

(Source: Adapted from Lao-Tse, c. 565 B.C.)

Engage Henderson Priority Team Leadership Pledge

I pledge to:

- Delegate tasks whenever possible (give people the freedom to do their jobs in their own way!)
- Develop benchmarks to evaluate how well we are meeting our goals as a Priority Team
- Take a personal interest in each and every team member
- Take the time to identify and help mentor future EH leaders
- Schedule fun events (like the Arts Festival) where we can socialize and get to know each other
- Involve members in making decisions and setting goals for EH whenever possible
- Give tangible recognition to EH/Priority Team team members when they do a good job
- Understand why team members volunteer for EH and be receptive to their needs
- Make communication a top priority
- Solicit feedback (a suggestion box; survey); and respond to it
- Create teams of members to respond to needs we have, and
- Be fair, honest, and upbeat at all times!