

TOOLS & TACTICS

for building neighborhood crime prevention councils

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Organizing and maintaining a Neighborhood Crime Prevention Council at first, seems like a big job. There are many people to talk to and many things to do. The material in this folder breaks this job down into clear steps so that it will be *less* overwhelming. The basic issues that you need to think about as you undertake the building of a Crime Prevention Council are outlined here, as well as specific techniques and information that you can use in your organization.

While it may seem difficult at first, developing your Council will also be enormously exciting as people come together to address common problems and learn to work together as a group. Keep in mind some important guidelines as you start to organize:

- o Building an organization is a *process*. It can't be done overnight. Be patient. Identify your priorities and build them step-by-step.
- o Set realistic goals. Start small and build upward. As your organizational capacity grows, start setting your goals higher.
- o How you treat people is crucial to your success. When you treat people with respect and honesty, people will be more likely to get involved in the organization.
- o Adapt the ideas and strategies outlined in this kit to the specific needs and circumstances of your community and your organization.

People join neighborhood groups for a variety of reasons. One of them is to get to know their neighbors better and to feel more of a sense of community. So, as you build your Council, be sure to have fun.

Read on for "how-to" information to get your group organized and working!

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INTRODUCTION

This guide will outline a set of tools and tactics for organizing a Neighborhood Crime Prevention Council in your police beat using the collaborative planning approach advocated by Oakland Sharing the Vision.

THE POWER OF MOBILIZED NEIGHBORHOODS

Many of us have heard about the power of people organized in large numbers behind a timely idea. Major advances in civil rights, labor protection laws and affirmative action have been brought about by ordinary citizens who mobilized their energy and talents and worked together for change.

The process of establishing a Neighborhood Crime Prevention Councils described in the following pages taps into the experience of local neighborhood organizing efforts over the past 2-3 years and in very different neighborhoods in New York City, Chicago, Portland and many other cities. In each case ordinary people have organized crime intervention and prevention strategies in their neighborhoods and have won real victories.

A neighborhood cannot prevent crime on its own. An organized neighborhood can, however, be the driving force of change. It can get the police department and other community agencies to deliver better services to the neighborhood. It can bring new services into the community and develop new community resources to satisfy needs that would otherwise go unmet. Probably most important, an organized neighborhood can bring these forces together to make real changes at the neighborhood level. All it takes to start a Neighborhood Crime Prevention Council is a few neighbors with the desire to make things better in your community.

COLLABORATIVE PROBLEM SOLVING: A WAY TO MAKE A DIFFERENCE

No one cares about your neighborhood more than you do. And no one knows it better. That is why you need to take the lead in organizing a Crime Prevention Council in your neighborhood. It is not enough to lobby for more police on the streets; you need to work with the police, other city, community agencies to plan and implement a strategy that empowers your neighborhood and seeks to focus on prevention than just simple crime intervention efforts.

Collaborative problem-solving enables you, the residents and leaders of your neighborhood, to play a central role in making it happen. Collaborative problem-solving is a proven method that helps neighborhood residents work more effectively with the police, and other public and community based organizations.

A powerful planning method that can help empower people in any neighborhood,

collaborative problem-solving can be used successfully to address almost any problem facing your community.

Collaborative problem-solving works in two important ways. First, it cuts through misperceptions and tensions that often exist among the various people and organizations that need to be involved in a successful community development effort. Power is redistributed, at least to some extent, when those who must live with decisions about their neighborhood participate in the decision-making process. Second, the method uses a planning process that makes the most of the resources that are already available. We will discuss how you can use collaborative problem-solving later in the guide.

Collaborative problem-solving will help you organize and implement a successful crime prevention program. To be effective, a neighborhood crime prevention effort has to be carefully planned, well-informed, and realistic. Neighborhood crime prevention strategies that succeed are those that:

- o Mobilize neighborhood residents to support actions that address both short and long-term neighborhood issues.
- o Involve young people in the development of the strategies and dealing with the issues that interest young people.
- o Work closely with police services professionals
- o Balance prevention activities with intervention activities.

All neighborhoods are different. Your Crime Prevention Council must be designed to address the special needs of your particular neighborhood. Since time and available resources are limited in most neighborhoods, your Council must focus on only one or two neighborhood priorities at a time. The collaborative problem-solving approach takes that into account, in fact, one of its major strengths is that it will help you set realistic goals and actions.

PLANNING FOR SUCCESS

Many neighborhood organizations try to do too much. This can be a major problem for an organization that depends on people power. If a Neighborhood Crime Prevention Council starts out with the goal of putting every drug dealer in the community in prison, preventing every young person in the neighborhood from dropping out of school, and removing all graffiti from the neighborhoods all in six months chances are that after a couple of months of work it will seem as if very little has been done. People will get frustrated, and the Council will simply end.

On the other hand, if the first objective is stop drug dealing and improve one local playground, people can actually plan and achieve a visible victory in a matter of weeks. By

setting manageable, realistic goals and working to meet them, your Council can move from victory to victory, growing stronger as it goes. And even if there is a setback on the way, it will not be devastating, but will provide a lesson which you can gain more strength. This builds the morale of everyone involved, encourages more and new people to join in, enables you to test tactics, and helps you achieve even larger goals later.

The process outlined below is designed to help you work in such a focused way. We will talk about each step in detail in the other handouts.

Assemble an Organizing Group. Start with a small group of committed neighbors. Try to include young people as well as adults. The Neighborhood Services Coordinator (NSC), some community-based organizations and faith communities can also be very helpful. This group will lay the groundwork for formalizing the Council and conducting necessary neighborhood research.

Identify Potential Crime Prevention Council Members. The Council should represent a coalition of organizations from your neighborhood and involve representatives who have the time and commitment to work collaboratively and who want to advance the principles of community policing.

Formalize the Council. Once the Council is convened set procedures for meetings, communication, and making decisions. By doing this work at the beginning, you will avoid problems as you begin to undertake actions and as the organization grows.

Research. To deal effectively with crime prevention in your neighborhood, you need to become well informed about your neighborhood beat, the scope of the issues, and begin to identify about the resources available to take actions on these issues. It's important to gather all the necessary research at the beginning of your Council development.

Identify your Top Priority. Your research will help you decide what the most pressing issue is in your neighborhood. Focus on a concrete, manageable piece of the problem in one specific location, to start.

Formulate the Site Action Plan. The goal of the problem-solving meeting is to formulate a site action plan to address your first priority action. This plan should include the specific steps that need to be taken and the people who will be involved in the implementation.

Divide the Work. At this point, it helps to create a small, representative committee to coordinate the implementation of the plan. This will allow the group as a whole to focus its attention on other issues that need to be addressed.

Recruit Problem-Solving Partners. Decide whose help you will need to address your first priority and invite them to collaborate with you.

Conduct Collaborative Problem Solving Meetings. Meet with your partners to develop

specific strategies to deal with the first priority action.

Adjust the Site Action Plan. All the planning and preliminary work are important and helpful. But remain realistic; after you implement the plan, new realities may very well require that you adjust the site action plan. Meet regularly to discuss progress and make necessary changes.

Celebrate and Identify the Next Priority. After initial progress has been made or success achieved organize a celebration, evaluate what is the next problem you want to tackle. Do not try to do too much, too quickly.

Repeat the Planning and Implementation Process. For each of the issues you want to address, through the cycle of collaborative problem-solving, coming up with an action plan, selecting a coordinating committee, and putting the plan to work.

The time you take to go through the steps should be determined by how your Council is moving along. You can deal with one issue and then take time off to regroup and evaluate your efforts. Or you can learn to work on several issues at one time. You must judge what is right for your group.

WHO SHOULD BE INVOLVED

To make your Neighborhood Crime Prevention Council as effective as possible, three broad sectors should be involved: the neighborhood, Police Services Agency, and other City, public, private and non-profit collaborators.

The Neighborhood.

You want the whole neighborhood to stand behind your Council, so the whole neighborhood should be represented. Involve representatives of different ethnic, religious, community and school groups, people from different economic backgrounds, people who own businesses in the neighborhood and people who work there, both property owners and tenants.

It is vital that young people also participate. The young people who are involved should be admired and looked up to by their peers and should be representative of the youth of the entire neighborhood. You want young people who are considered leaders by their peers, not necessarily those whom adults find easiest to work with.

Oakland Police Services Agency.

Your Community Policing Beat Officer and Neighborhood Services Coordinator are crucial to your efforts. These persons are available to be involved at the very beginning of your efforts to establish a Council. You need to recognize that with some residents their is mistrust with any police personnel, therefore the challenge of establishing new relationships might be difficult at times. Community policing beat officers and neighborhood service coordinators are assigned to work full-time in cooperation with

neighborhood leaders and residents to reduce crime. Try to involve officers in supervisory positions as well as those on patrol duty in your neighborhood meetings and actions.

Community-based Organizations and other Public and Private Collaborators.

Your Council will focus on a variety of different issues and strategies, therefore, you need to involve representatives of community organizations, schools, faith communities, etc. currently active in your neighborhood, other City Agencies such as Life Enrichment, Public Works or Community and Economic Development and other businesses and institutions that can support and collaborate around your efforts. The experience and insights these people will bring to your organization can help at every stage of the development and actions of your Council.

Remember that your neighborhood is unique and that there is always more than one way to do things. Be flexible. Do not be discouraged if you cannot get everyone you want to participate in your Council and its activities right away.

WHO IS IN CHARGE

We believe that you, as residents and leaders of the neighborhood, should take the lead in building the Council and the collaborative teams that undertake the actions. You are the experts on community needs and on whether or not a given strategy works for your neighborhood. In a very real sense, you have the unique right and authority to hold police services and other service providers accountable. Nobody can do it but you...It starts with the community, and it ends with the community.

The involvement and effective use of your neighborhood service coordinator can help ensure the sustained commitment and effectiveness of a neighborhood Council. The role of the NSC is not to direct the Council but to bring people together, help resolve conflicts, and coordinate the work.

But you should not think that you cannot go forward and succeed on your own. If you and your neighbors are determined to act, there is little that can stop you. With the help of this guide, and other training and leadership programs sponsored by Oakland Sharing the Vision, you can mount a powerful and winning organization in your neighborhood.

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STARTING A NEIGHBORHOOD CRIME PREVENTION COUNCIL

When you start a grassroots organization like a Neighborhood Crime Prevention Council, the people in your neighborhood get a chance to decide what needs to be done and to work together to make it happen. A group that represents the community and involves its members in making decisions will have the stability, credibility and political clout to be an effective force for a better neighborhood. With the strength and experience gained from dealing with one or two starting issues, you will be in a position to tackle a wider range of local concerns in the future. The following six steps will help you get started:

1. Define the Issues

- o Some neighborhood groups are organized as multi-purpose organizations, bringing residents together around a variety of concerns. Others begin as a response to a crisis -- a sudden increase in burglaries, drug sales, or an outbreak of racial tensions. In either case you'll want to prepare yourself to represent the people in your neighborhood.
- o Talk to other residents to find out what they think the important issues are and what should be done. At the same time, collect information about the issues. You'll want to identify an available space to meet, how to get access to it, who in the neighborhood will participate and what resources exist to help you.
- o What's the history of the issue or issues that you're dealing with. Local Neighborhood Associations, Community Development Organizations, the public library, neighborhood newsletters, and the community newspaper are likely to have answers.

2. Research the Community

- o Become familiar with your beat. Is there a particular grouping, like tenants or homeowners or single parents, who are most concerned and most likely to join the organization?
- o Find out what resources your community has -- potentially friendly organizations, channels of information -- and something about businesses and government leaders.

- o Take a walk and look at your neighborhood with a critical eye. Where do people socialize? Which local merchants might be supportive? Are there any buildings with rooms suitable for meetings? What are the sore spots -- vacant lots, derelict buildings, dangerous street crossings?

3. Build a Core Group

- o Recruit a handful of people -- three or four are enough -- to help launch the Council. A group has more credibility than an individual, represents the community better, and can share the work. If your organization is tackling a drug problem in the neighborhood, working in a group is much safer than working alone.
- o Find candidates for your core group by talking to your neighbors. Look for people who are committed to the neighborhood and are ready to do something about it.
- o You can also come up with contacts by asking leaders of churches, community centers, or similar organizations, whether they know people who may be interested.

4. Hold Core Group Meetings

- o The core group will be the temporary steering committee until the general membership meeting is held.
- o When the core group meets, it should come up with ideas for projects to kick off the organizing drive -- fairly simple activities like a block cleanup, a letter-writing campaign or a potluck fundraising dinner. This will give the people who come to the first general meeting a beginning list of projects to get involved in; they may come up with other ideas. The first project should give the organization higher visibility in the neighborhood.
- o Decide which churches, community newspapers, government offices and other neighborhood institutions should know about your organization. You'll want to start contacting them after the first general meeting.
- o Divide up responsibility for contacting neighborhood institutions, reaching out to local residents (see step 6 below) and arranging for future core group meetings. Individuals from the core group may want to research specific issues in depth to be prepared to head up a committee on that issue later on.

5. Planning a General Meeting

- o Decide on a time, date and place that are convenient for people in the neighborhood. A weekday evening or a weekend day generally works best; try not to conflict with other community events. Church buildings, community centers and schools are places that are easy for neighborhood residents to get to and will often provide a room at no charge. Meeting in a public building also helps to get that institution involved with your organization.
- o When preparing an agenda for your first general meeting, keep in mind that you're laying the foundation for your organization. You'll want to come out of the meeting with agreement on issues and goals and the first steps you as a group will take. A good agenda should include the following:

A. Introductions

1. Who's on the steering committee and why they called the meeting.
2. Names of the residents and other people who are attending; organizational affiliation, if any.

B. Discussions of Problems/Issues

1. All the people at the meeting should have a chance to voice their opinions and make suggestions. If people feel recognized, they're a lot more likely to return.

C. Prioritizing the Issue

1. If there are a number of issues that arouse strong interest, you need to decide which are most important or should be dealt with right away.
2. Begin by agreeing on projects to address one or two priority issues, tasks that need to be done, and who will do them. If the work is complicated or there are a lot of people involved, ask someone to head a committee on each issue.

D. Structure

1. Agree on a name for the Council.
2. You should ask the group to approve the continuation of core group members, as well as anyone else who joins the core group during the meeting, as the steering committee for a temporary period.
3. The structure should be kept simple during the early going. By-laws can be drawn up and elections held when the organization has more experience and members know each other better.

E. The Next Meeting

1. Be sure to set a date for the next meeting and assign someone to arrange for the exact time and place, as well as to notify everyone interested in attending.
2. Arrange to have refreshments at the meeting; someone can ask local merchants for donations. And remember to have fun! Be sure to allow time for socializing, an important benefit that neighborhood groups have to offer.

6. Reach Out to the Community

- o Getting the word out is crucial for a successful general membership meeting and a successful organization.
- o Print flyers listing the time, date, place and purpose of the first general meeting. These can be posted in apartment building lobbies, on grocery store bulletin boards and in churches, schools and other public locations.
- o Take the flyer on door-to-door canvasses of the beat you're organizing. Rehearse a few lines ahead of time to introduce yourself and the organization, and be sure to ask the people about their concerns and suggestions. Take down names and phone numbers of interested individuals so they can be re-contacted if they don't make it to the first meeting. Leave everyone you visit with a flyer or something to remind them you were there

Be ready for a big meeting with lots of discussion and more ideas than you had expected -- but also be ready for a very small meeting. Sparse attendance is common for organizations that are just starting out. If this happens to your group, be positive: enlist the energies of the people who do show up, and keep your community outreach going. Work with what you have, develop your neighborhood organizing skills, and move ahead. Good next steps that could give your group a higher profile include: running a survey of neighborhood opinion, holding a community forum, or meeting with the government agencies that are supposed to be dealing with your issues.

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KEY COMPONENTS OF AN ORGANIZATIONAL FOUNDATION

Building an organization is like building a house. If you don't lay a solid foundation, the house may not last as long and you may have problems keeping it up. The same goes for a Neighborhood Crime Prevention Council. When the foundation of your group is strong, then you are more able to get through a crisis, like an important leader becoming inactive or a major problem developing on the block. The structure of your organization will be in place to manage those changes. Remember, one person cannot and should not run the Council. An effective organizational structure provides members with the opportunity to get more involved and take on more responsibility.

Here are some guidelines concerning an organizational foundation. Obviously, you can't develop all of the parts of a foundation at once. Identify the most important ones and begin there. For example, before developing a relationship with the elected officials that represent your community, you need to develop a leadership structure that can represent the group in meetings with these officials. These "building blocks" may need to change over time as your Council grows, so be sure to evaluate them periodically.

1. **Elected Leadership Structure** can assure that the work of the Council gets done and that the members' concerns and opinions are fairly represented. A strong leadership body that is representative of all concerned residents in the area makes it more likely that:
 - o follow-up work on the ideas that come from members at general meetings gets done;
 - o the organization is able to respond quickly to situations that demand immediate attention;
 - o the membership reflects the diversity of the neighborhood.

2. **Committees** allow people to get involved in specific projects that interest them. Committees make it more likely that:
 - o members will know how to get involved in projects that interest them;
 - o the work will not fall on a few people who will soon burn out;

- o important problem-solving on specific problems will get done -- problem-solving works best in small groups.
3. **By-Laws** explain the purpose of the Council and spell out the rules and procedures for how it works. Keep the by-laws simple and make sure that they are available to all members. This will help to ensure that:
- o there will be clear rules or procedures with which to orient new members to the Council;
 - o there will be an agreed upon way to handle conflicts in the group;
 - o members will understand how power functions in the group;
 - o members will feel secure about the permanence of the organization;
 - o members understand their roles and responsibilities within the group.
4. **Regular Meetings** provide the opportunity for members to have input into the business of the Neighborhood Crime Prevention Council and for leaders to report back to the members on the group's progress. Regular meetings make it more likely that:
- o members will know what the Council is doing;
 - o members will feel that their input is important and respected;
 - o members will feel that they do control their organization;
 - o members will feel that the Council is active.
5. **Newsletters** enable all members and community residents to know what is happening in the Council and the community, even those who do not attend meetings. A newsletter makes it more likely that:
- o members will have information on the activities and accomplishments of the Council;
 - o members will feel pride in the group;
 - o community residents and "power players" will know more about the group and treat it with more respect.

6. **Social Time Together** allows members to develop stronger bonds of trust between each other. Social time together makes it more likely that:

- o people from different backgrounds will get to know each other and feel comfortable working together;
- o members will feel that the Council is interesting;
- o members will feel that the Council meets their needs to get to know their neighbors better and to feel more of a sense of community;
- o members will be able to sustain the hard work without burning out.

7. **Effective Delegation of Tasks and Responsibilities** enables new leaders to emerge and feel more of a stake in their organization. Effective delegating makes it more likely that:

- o members will have an opportunity to develop leadership skills;
- o members will develop confidence in their abilities to carry out new tasks;
- o members will feel respect toward leaders who share information and responsibilities and give them a chance to develop;
- o leaders won't feel overburdened.

8. **Training for Members** provides members with the skills, knowledge and confidence to take on new and bigger projects. Training makes it more likely that:

- o members who want to get involved will know how to carry out the tasks assigned to them;
- o members will have the confidence to take on new responsibilities;
- o members will have the benefit of learning from the experiences of other community groups;
- o members will feel that they are developing skills as well as improving the community.

9. **Planning** enables an Council to consciously choose goals that it wants to accomplish over a period of time and to develop strategies to accomplish those goals. "Power Players" and others respect a group that has focus and clear goals. Planning makes it more likely that:
- o The Council will have a unifying theme that binds members together;
 - o The organization will have focus and direction.
10. **Relationships with "Power Players" and Resource Organizations** help a Council to get things done and to take advantage of existing resources. These relationships makes it more likely that:
- o the Council will be effective in dealing with city agencies and politicians;
 - o the council will be taken seriously by the "power players" in their community.

So, what does all this stuff have to do with organizing to get rid of drugs in your beat or with increasing the participation of members? An organization based on an effective foundation will command a high degree of commitment, loyalty, hard work and respect from members and residents. Ultimately, that is the bottom line for successful organizing: a united and hard-working membership.

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LEADERSHIP STRUCTURE

Most neighborhood groups start off with a volunteer steering committee that serves as a leadership body until the organization gets off the ground. After several general meetings, and as the organization becomes more solid, elections are held for leaders.

There is no one model of a leadership body that all groups must follow. Some elect a set of officers -- President, one or two Vice Presidents, a Secretary and a Treasurer. Other organizations expand that leadership group to include the chairperson of each of the committees in order to make it more representative and to include people who are doing important work; this larger group is called an Executive Committee or a Steering Committee.

Some organizations choose to have a steering committee (made up of one or two representatives of each committee) and a chairperson or 2 co-chairs. The chairperson can rotate every four to six months or can have a longer term. This gives all the most active members a chance to develop their leadership skills and prevents any one person from burning out or becoming too powerful.

The leaders of your organization should be elected on a regular basis (your by-laws should indicate when and how often elections are to be held) at well-publicized general membership meetings. It is important to remember that the responsibility of an elected leader is to make sure that the organization is following the wishes of the members. Again, one or two people cannot and should not run the organization. When that is the case members begin to resent these leaders and they grow less involved. This, then, leads to leader burnout. The leaders of your organization should meet in between the general meetings to make sure that work is getting done and to deal with emergencies that demand immediate attention.

In developing the leadership structure that best meets your needs, think about these questions:

- o Is it *representative* of the people in your neighborhood and beat?
- o Is its *size* manageable? Too small? Too big?
- o Is it *efficient*? Does it get its work done?
- o Is it *accessible* and *accountable* to members?

Benefits and "Climate"

Personal benefits are a great incentive for members to remain active in the Neighborhood Crime Prevention Council. This means many things, including gaining new skills, being rewarded for work well done and having a chance to gain leadership positions. The following are some techniques to use to make sure personal benefits are a part of your organization:

1. **Social time and social activities** build a greater sense of community. In fact, that is one of the key reasons why people join neighborhood groups. All work and no play makes for a dull organization:
 - o Be sure to schedule social time at some point in your meeting; most groups do it at the beginning or the end of the meetings.
 - o Members can buy, make or bring refreshments to the meetings.
 - o Social events include block parties, dances, dinners and bus rides to Reno.
 - o Form a Social/Fundraising Committee to plan these activities on a regular basis.
 - o Routine tasks can be turned into social events. For example: stuffing envelopes can be done while sharing a pizza and listening to music.
2. **Sharing resources and information** with members is a concrete way that an organization can be useful to its members:
 - o Publish lists in your newsletter of important phone numbers, organizations and events that will be of interest to people.
 - o Distribute these lists at your meetings, as well.
 - o Invite speakers to your meetings from different agencies and organizations to speak on topics of interest to members.
3. **Development of new leaders** will avoid burn out of present leaders and will encourage members to get more involved:
 - o Use a "buddy system" where current leaders work closely with new or potential leaders to pass on skills, knowledge and contacts.

- o Find out about training workshops that would be helpful to new leaders from community organizations and colleges and urge them to attend.
- o When giving out work to new leaders, assign one task at a time; evaluate at the completion of each task; make suggestions and criticisms in private, praise an individual's effort in public.

Leaders and Leadership

How often have you felt discouraged because of low member turn-out at a meeting? How many times have you heard a neighbor say, "I'm too busy at my job to take on extra work." Or, "What can I do? I have to take care of my kids." Both leaders and members have expectations which can lead to problems and lack of participation.

A crucial step on the road to organizational stability is learning to set realistic expectations. Leaders need to realize that every task does not demand the same level of participation. Members should not only be encouraged to feel comfortable with the idea that everyone does not need to participate in the same way, but they should be assured that their contributions are valuable, even if the only contribution they can make is calling an elected official or xeroxing a flyer at the office.

As a leader, here are some ideas and techniques you can consider and put into practice to increase the participation in your organization:

1. Setting realistic expectations will cut down on frustration and resentment among members:
 - o You may not need large turn-outs at every meeting. Set goals for attendance and participation based on the work that needs to get done.
 - o Do not focus on what you consider poor attendance. Concentrate on coming up with techniques to increase attendance.
 - o Set a tone at meetings where everyone's ideas are welcome and respected and no one is put down.
 - o Establish a Membership Committee whose job it will be to develop plans for recruiting new members.
 - o Be realistic about what people can do, given the other responsibilities in their lives. Respect all contributions, no matter how small.

2. Planning ahead makes your organization more efficient and more able to fulfill its purpose:
 - o Have yearly planning meetings devoted entirely to setting goals and objectives for the year.
 - o The leadership body should monitor the process over the year to see if the goals are being met.
 - o Evaluation meetings should be scheduled after a project or activity is completed to discuss how it went and what should be changed.
3. Show appreciation for work well done. This encourages people to continue to work with the organization:
 - o Have a special column in your newsletter devoted to publicizing people's efforts.
 - o Give out certificates or awards at meetings or fundraising dinners.
 - o Praise people in private as well as in public situations.
4. Delegating "real" work to people helps them develop skills and confidence. It also helps prevent leader burn out:
 - o Break a job down into concrete tasks; don't leave it general. Follow-up after a task is assigned.
 - o Let people carry out a task in their own way – even if it is different than how you would have done it. Allow for mistakes. It is part of learning.
 - o Check yourself: *guide*, but do not interfere.
 - o Don't set people up to fail. Make sure they have the ability to carry out the job.

5. Being open to criticism may be one of the more difficult skills for leaders to acquire. Members need to feel that they can criticize their organization without being attacked:
- o When someone criticizes your leadership, take a mental step backwards and try not to take it personally.
 - o Periodically, the members of the leadership body should give feedback to one another on their styles of leadership.

