RESIDENT LEADERSHIP AND RESIDENT COUNCIL ORGANIZATIONS

A GUIDE TO BUILDING STRONG RESIDENT COUNCILS

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TABLE OF CONTENTS

SECTION ONE

WHY SHOULD WE FORM A RESIDENT COUNCIIL?

I. WHY SHOULD WE FORM A RESIDENT COUNCIL?

Resident organizations strive to get people who live in public housing more involved in their communities. Being involved gives people control over their community and lives and a feeling of accomplishment.

An organized resident body can make positive contributions to a community's welfare. Involvement also produces individual successes and self-sufficiency. Through participation in an organized group and its decision-making processes, individual residents can develop new skills and strengthen existing skills.

Newly developed skills can qualify council volunteers for a variety of jobs in the workforce. And if your council works with outside agencies, you can build a network of people who may be able to help you find a job, if you are in the market for one.

WHAT CONTRIBUTIONS CAN A COUNCIL MAKE?

Once you form a council, you can work cooperatively with the local public housing authority (PHA) staff to improve vital aspects of community life and bring to their attention issues which might be overlooked. Residents who work together achieve better living conditions and help to stabilize the community.

A resident council can act as a sounding board to help the communication between PHA management and residents about PHA policies. And if you choose, it can be a central channel through which resident requests can be referred to management for resolution.

You can work with outside organizations too. Councils can tap into valuable resources from the outside community to benefit residents. For example, you can work with local city, county or township departments to improve security, lighting or police protection, if needed.

You might obtain funding and technical help from the PHA and outside agencies to strengthen your council's activities. And when requested, people from outside organizations will speak on different issues to the community residents (i.e., childcare, job search skills, drugs, hobbies, self-defense, continuing education, etc.)[1].

[1] Tenant Organization Guide

Resident councils can:

- Make significant contributions to anti-drug programs;
- Organize children's activities and educational opportunities, including tutoring programs;
- Open a community center or library;
- Organize activities for youths and adults, depending on the population of your community;
- Get a group together to help elderly people and people with disabilities;
- Form "welcoming" committees;
- Form social clubs;
- Network with other resident councils.

Some resident council's choose to develop into resident management corporations. A resident management corporation is a non-profit, incorporated group which, after receiving intensive training in all facets of PHA operations, takes over partial or all management functions of its community from the PHA.

As you can see, the benefits of organizing a resident council in your community are many. The list of activities and contributions is endless and limited only by the imagination and determination of residents. (See Appendix One for a few suggestions, compiled from various resident councils throughout the nation.)

WHAT IS EVERYONE'S ROLE?

Knowing the role played by each of the involved parties and how each interacts is important if you are to succeed.

The president of the United States appoints a secretary to head the U.S. Department of Housing and Urban Development (HUD). HUD is a federal agency and the secretary is a member of the president's cabinet (just like the secretary of education, secretary of defense, etc.).

Our elected senators and representatives in the U.S. Congress appropriate a certain amount of money each year for HUD. The HUD Headquarters office in Washington, D.C. divides the total funds between all of the HUD offices in the country, according to the law and program policies.

The local HUD offices, such as the Fort Worth HUD office, then give money to each PHA in their jurisdiction to fund numerous housing programs. Therefore, it is HUD's role to generally oversee operations of PHAs.

HUD writes the regulations (based on laws passed by Congress) that PHAs must follow. Although HUD monitors PHAs to make sure they follow the rules, the relationship is one of mutual cooperation.

The chart below is an example of HUD's structure in one area of the country:

HUD HEADQUARTERS OFFICE, WASHINGTON, D.C.

REGION VI HUD OFFICE, FORT WORTH, TX

HUD FIELD OFFICES IN REGION VI

Dallas, Texas	Oklahoma City, Oklahoma
Houston, Texas	New Orleans, Louisiana
San Antonio, Texas	Albuquerque, New Mexico
Little Rock, Arkansas	

PUBLIC HOUSING AND SECTION 8 HOUSING CHOICE VOUCHER PROGRAMS

Some PHA's also receive funding from other sources, primarily state, city or county government entities. So the PHA's must also follow local government laws which apply.

Each PHA has a board of commissioners, appointed by either the mayor of the city or the county commissioners. The board of commissioners hires the PHA executive director. And the executive director hires and is responsible for all PHA employees, including each housing community manager.

HUD is rarely involved in appointing members of the board or hiring the executive director or any other PHA staff members.

Each PHA is allowed to develop its own policies and procedures which apply to all of its programs. HUD regulations and other laws which apply must be used as the basis. For instance, PHA's must have admission and occupancy policies, eviction policies, etc. PHA's follow their own policies after HUD approves the PHA's annual and 5 year plans.

WHAT IS THE PHA ROLE WITH THE RESIDENT COUNCIL?

PHA's must be supportive of resident councils. This can take the form of providing space, photocopy services, supplies (called "in-kind" services) or funds to the council. The PHA and council should discuss provision of in-kind services.

If requested by the council, the PHA can provide guidance on certain aspects of organizing. The PHA will also provide councils with program information upon request.

It is important to note that a resident council should be run by the residents. The PHA can only assist the council, if requested.

PHA management should respond promptly to reasonable requests, consult with council leaders on mutual problems, solicit suggestions from residents, maintain channels of communication and NEVER promise something that cannot be delivered.

Everyone involved must recognize that jointly, common concerns can be resolved to everyone's benefit. Trusting relationships evolve out of cooperative attitudes.

If there are initial problems, iron them out quickly. Management and council must not fight against each other because adversarial relationships rarely accomplish anything good. The more you cooperate with one another, the more you'll be able to accomplish. (Operations Guide, Tenant Organization Guide)

WHAT ARE THE LINES OF AUTHORITY?

In order to work with your PHA, it is helpful to understand how the PHA came about and how it is impacted by other government agencies. A Housing Authority operates primarily under the Executive Branch (President's Office) of the U.S. Government. The U.S. Department of Housing and Urban Development (commonly known as HUD) is lead by a Secretary serving on the President's cabinet. Although the PHA works directly under HUD, it is required to follow all laws established by the Legislative Branch (Senate and House of Representative) and adhere to all rulings of the Judicial Branch (Supreme Court). The PHA must also comply with all laws of the state in which it is located. Many municipalities (cities) also adopt local ordinances that impact the operations of the PHA. By understanding these relationships and the PHA responsibilities associated with them, you can more effectively approach the PHA for support and assistance.

If your council is to succeed, it is imperative that lines of authority in the PHA hierarchy be followed at all times. Whether you have a question, suggestion or complaint, ALWAYS follow this line of authority when discussing something with the PHA:

1) Community manager - In all circumstances, go to the manager first. ALWAYS BE PROFESSIONAL in your approach. DON'T GO IN YELLING AND SCREAMING or expecting the manager to have all the answers and do everything. You must work TOGETHER. Most of your dealings with the community manager should be in writing. Always keep a copy of your letters.

   Let the community manager know in advance if you want him, or her to attend one of your meetings. State the specific reasons for this request so the manager can be prepared. Also, if it's an issue requiring an answer from someone else (i.e., maintenance personnel), the manager can bring this individual to the meeting.

   If you are unable to get an answer, response or satisfaction, go to the second step;

2) Supervisor of your community manager - This person is a PHA employee who may have a title such as director of operations, regional supervisor, deputy director or executive director. Again, put your issue in writing. If your issue does not get resolved, you may raise it to the next level;

3) PHA Executive Director - It is unlikely you'll need to go this high in the PHA hierarchy, unless it's a small PHA or a large problem. But if you do, put it in writing. Don't pick up the phone and call the executive director, unless prior arrangement has been made for this line of communication. And if you do call the director, both of you should take notes of the conversation.

4) Rarely should a resident council reach this next step - the PHA Board of Commissioners. If you do, make sure it's because you've tried every other avenue but still can't get a satisfactory resolution.

   Board members ARE NOT responsible for day to day operations of the PHA. They are a policy making body. So use them as a last resort to a very important unresolved problem.

Here is a chart outlining the structure of a typical PHA:

APPOINTING BODY

BOARD OF COMMISSIONERS

EXECUTIVE DIRECTOR

DEPARTMENT SUPERVISORS

COMMUNITY SITE MANAGERS

SITE STAFF

WHAT'S THE RESIDENT COUNCIL ROLE WITH THE PHA?

Your role with PHA staff will be defined by the type of organization you create. Some resident councils will choose to be a social club for residents and will want little or no input into PHA policies.

Other councils will choose to be issue oriented. These groups will desire input into PHA policies and will meet regularly with PHA staff to resolve problems and suggest joint council/PHA projects. Also, many programs require input from residents (i.e., the Capital Fund Program, PHA plan, and Policy changes such as Admissions & Occupancy, Grievances & Leases).

If your council chooses to be issue oriented, it is essential for you to gain a thorough understanding of how the PHA functions, research the facts surrounding all problems and realize the limitations of the PHA.

It is not the duty of the PHA to give you information and guidance. It is your responsibility to find out about the PHA, to ask questions and to request copies of policies. You can ask the manager or executive director for copies of policies and other information. Put your requests in writing. Also, all PHA policies are to be posted at community offices.

Find out who is on the PHA board of commissioners and when they meet. You are allowed to attend any PHA board meeting you desire. If you wish to speak at the meeting you must FIRST ASK TO BE PUT ON THE AGENDA, but you don't have to ask permission simply to attend, observe and learn. Board meetings are open to all citizens and the meeting dates are publicly posted.

Regardless of the type of council you are, it's advisable to read the PHA policies and PHA plan to gain an understanding of its operations. You can also request a copy of the PHA's annual budget.

Councils that are more than a social club should become familiar with:

- PHA lease and grievance procedure
- PHA eviction policy
- Whether or not PHA has a rent repayment plan
- Admission and occupancy policies
- Complaint resolution process
- Maintenance policies
- Work order procedure
- Pet policy
- Capital Fund Program (modernization)
- Changes in the new civil rights act
- Community Service Policy
- New laws and policies as they are adopted

The more you know about the PHA, the better equipped you'll be to help other residents, cooperate with the PHA and succeed in your efforts. You will have more power and credibility if you have as much knowledge as the person with whom you're negotiating.
(Operations Guide, Tenant Organization Guide)

If you are a large, experienced council considering resident management, you should download from www.gpoaccess.gov/ecrf the Code of Federal Regulations, Volume 24, Parts 700 to 1699 at a local Government Printing Office.

SECTION TWO
HOW DO WE ORGANIZE?

II. HOW WE ORGANIZE?

People who unite and work together develop the power to make positive changes and contributions. This is what organizing is all about.

Organizer: The person(s) developing leadership in the community; person who finds issues to organize around; person who pulls people together on issues or activities.

Community Organizing: Forming a structure to give consideration to community needs, resources and how to use the resources to meet the community's needs.

Organizing: People working together to get things done in a positive manner. Organizing is learning how to speak for ourselves.

Here's an example of how organizing can be effective. Say you're upset at the local grocery store prices. If you threaten to stop shopping there if the prices aren't reduced, the manager might listen but isn't likely to run around the store changing the prices.

BUT, when you organize 200 others to boycott the store or sign petitions, management listens to you and reduces prices. They listen to you because there is strength in numbers, as the saying goes. A group of organized individuals CAN make a difference.[2]

WHO CAN ORGANIZE?

Anyone can learn how to organize. There's nothing mysterious about it. Just follow a few BASIC principles. Si Kahn, an author, musician and experienced organizer in Appalachia and the South, says that finding others who share your concerns and wish to effect change together can have a tremendous impact on your life.

You don't have to have hundreds of people to make changes. A small group of people who share the same interests or concerns can make a tremendous difference in a community (Kahn). But a resident council is only as strong as the commitment of people in the community.

[2] Kahn, Organizing and Facilitating Skills

If you're going to make any kind of difference and you want to set up a resident council, you MUST ORGANIZE yourselves, or you'll be doomed from the start. But first, you should know a couple of things about organizations in general.[3]

WHY DO PEOPLE JOIN ORGANIZATIONS?

- To gain increased control
- To improve the community
- To get support from others
- To gain status
- To be with friends

WHAT ARE THE BENEFITS OF ORGANIZING?

- Get things done!
- Solve community problems
- Involve people in decisions
- Become more self-sufficient
- Use existing abilities and learn new skills
- Make a difference
- Have fun

SO, WHAT DO WE DO NOW?

If your council has the money, you are free to hire a professional consultant to assist you in organizing and getting started. But most councils do this by themselves because of limited resources.

In a nutshell, the steps to successful organizing are to:

(1) Find out what concerns the residents and what their interests are

(2) Plan your actions

(3) Pull together the residents, leaders and issues

(4) DO!

The first step is to find out what issues and activities are important to the whole public housing community and what needs, if any, aren't being met. How do you do this? <u>By taking a survey</u>. The core of the group (the

[3] Kahn, Operations Guide, Tenant Organization Guide

first couple of people who decide to organize a council) should sit down together and develop some basic questions.

First, you should choose whichever approach is best for you:

- Distribute a questionnaire
- Go door-to-door
- Call people on the phone
- A combination, depending on the size of your community.

Recruit a few residents to help conduct a survey. The survey will help you to find out what concerns people and what activities might interest them. Ask people to put their answers in order of importance because everything can't be done at once. Ask them:

- What's important to them?
- What needs do they have which aren't being met?
- What do they think a resident council should work on?
- What type of activities would they be interested in?
- What do they want from the council?
- How are they willing to help, if at all?
- When can they attend meetings?
- What are three assets of the community? (This will help your council play off of the positive things happening in the community.)

The goals, role and direction of your resident organization will largely be determined by the survey results.

Second, find out what kind of help, resources and money are available from HUD, your PHA and local agencies. PHAs can give resident councils in-kind help and money from the operating budget. Put your request and justification for money in writing, addressed to the executive director. Budget preparation begins early so file your request at least 6 months prior to your PHA's fiscal year end. The amount granted to your council is based on the PHA's budget.

It's also beneficial to talk to presidents of other established resident councils. (You can ask the legal HUD office resident initiatives coordinator for a list of councils.) Find out:

- how they surveyed their community
- how they organized a council and the residents
- what were some of their stumbling blocks

- what they're doing now

WHAT DO WE DO WITH THE SURVEY INFORMATION?

Prioritize the responses according to what the majority of people want the council to work on first. Use the survey results to plan, plan and plan some more. Planning is a major part of starting a resident council. You have to plan your organizing and recruitment efforts, plan your issues, plan your strategies, plan your goals and objectives, plan your activities and plan your meetings. You can either sink or swim - or plan or not plan.

HOW DO WE RECRUIT MEMBERS?

Getting people to become members of the council is your next step. But remember that everyone will not be interested in joining. A 10 percent participation rate is a good goal. Recruit people by using the same techniques you used in the first survey:

- Knock on doors
- Call them on the telephone
- Contact by email
- Distribute flyers or
- A combination of recruiting methods (this is the best)

You should canvass door to door, if possible. A personal touch makes people more willing to listen to what you are saying and it gives you more credibility.

Unless you live in a very small community, one person can't do all the recruiting. A handful of enthusiastic people should help with the initial organizing efforts. Make sure everyone's on the same wavelength and knows how to approach the other residents.

Your best bet would be to start off recruiting people who you know are concerned residents or who have been active in making changes in the past. Stay away from known drug dealers or troublemakers. They will undermine you.

The "rap" for door to door recruiters could be:

> "Hi. I'm Jackie Smith. I live in 3A and I'm on the new Gardens Resident Council. I'm talking to people in the neighborhood about joining our council to improve the community. May I talk to you for a minute?"

OR

If someone else referred you to this person, say: "Sue Jones suggested I talk with you." Then explain what you're doing and how they can help.

- Don't force anyone to say they'll join. If they seem disinterested simply say, "Thanks for your time."

- Don't waste your time. You're not selling a product; you're recruiting interested and willing people.

- When someone seems interested, be assertive and specific. For example, people won't run to sign up if you say, "We're hoping you'll join our council. We're trying to make things a little better in our community." This is too general.

Concrete is effective. For example: "We're organizing to get the gangs off the corners and we want you to join our resident council. Its work but it's exciting. Our next meeting is August 1 at 7:00. Why don't you come?"

The second example conveys confidence, excitement and a clear message that you know what you're doing.

Following is a partial list of ideas, put together by members of a public housing council in North Carolina, to help you in talking and listening to people when you recruit.[4]

1) Introduce yourself
2) Ask if you can come into their house
3) Don't force anyone to listen to you
4) Find something in the home to talk about
5) Talk to parents and children together
6) Meet people on their level
7) Be yourself
8) Know the subject
9) Know when to listen and when to talk
10) Get the person involved in the conversation
11) Talk about one thing at a time
12) Be concrete and clear
13) Look at them as you talk
14) Let them come up with ideas

[4] Kahn 116-117

15) Ask them questions
16) Give them praise
17) Don't argue
18) Don't try to force them to think your way
19) Don't curse
20) Answer questions as you discuss a subject
21) Never cut them off
22) Don't insult them
23) Don't gossip about other residents
24) Don't make promises you can't keep
25) If you don't know the answer, get back to them
26) Stay assertive
27) Make arrangements for the next meeting; give them a reason to attend

WHAT'S THE DIFFERENCE BETWEEN A STRATEGY AND A TACTIC?

We hear these words used interchangeably. But they don't have the same meaning.

Strategy is "the overall plan for how we're going to get to where we're going. Tactics are the specific things that we do to help us get there ... Tactics are important because they move the issue along and also build the organization". For example: A bus is a strategy for meeting transportation needs. Tactics would include the purchasing vs. leasing; financing; specifications; drives, insurance and maintenance costs.[5]

A good strategy:

(1) Is well thought out
(2) Uses the experience of people in the group
(3) Emphasizes how to get where you're going
(4) Is flexible and open to change
(5) Is realistic
(6) Is a learning experience for those involved
(7) Doesn't alienate anyone in the group
(8) Is timed well - take one step at a time

Set short term AND long term strategies (goals). People will become discouraged if goals are too far reaching or never accomplished, so set AND ACCOMPLISH short term goals first.

[5] Kahn 157

Think of something which is easy and can be planned and accomplished in a short time period (i.e., Easter egg hunt or clean up day). Involve as many children and adults as possible.

Quick successes - keep people motivated and SHOW residents that your council means business. It shows that you’re serious and know how to follow-up. And it will help you to overcome the "nothing ever gets done" attitude.

Here are a few other tips: [6]

- Once you've reached a couple of short-term goals, start setting long-term goals. Achieving long-term goals will sustain the interest of residents and keep them active.

- If you're not involving people and heading in a specific direction, you'll quickly lose people's interest.

- Use survey results and time at meetings to prioritize different goals.

- Deal with the goals in order of importance.

- Set realistic time frames for all of your goals. For example, if drugs are the community's biggest concern, a program will have to be set up over a period of months (or maybe years). Unfortunately, a drug problem can't be resolved within a couple of weeks.

- If you are planning, it means that the council isn't thriving merely on people's requests or demands. If it does, members will become bored and the council will disintegrate.

- When people are involved in the planning and decision-making processes, they're more likely to stay active and the council will flourish.

[6] Kahn

SECTION THREE
LEADERSHIP

III. <u>LEADERSHIP</u>

HOW MANY LEADERS DOES OUR COUNCIL NEED?

The leaders of an organization make up what's called the "executive committee." At the minimum, your council should have an executive committee composed of four individuals - president, vice president, treasurer and secretary.

It's up to you if you wish to have a chaplain or other officers. If you choose to have committees (discussed in more detail in another section), each committee will be headed by a chairperson, who is either appointed by the council president or elected by the general membership. The committee chairpersons may also sit on the executive committee, if you wish. But don't let the executive committee become too large.

This should be a sufficient number of leaders. You don't want to have a one-person show, yet being top heavy with leaders will bog down the council.

The executive committee should meet once each month, at times in between the general council meetings. This committee evaluates council activities and is a decision making body, although most decisions should be put before the general membership before any real action is taken.

It's also important to make sure the leadership is representative of the community. If possible, a mix of gender, age and race is most desirable. Youth (if applicable) should also be included on your council to address issues specifically relevant to them.

WHAT SHOULD THE LEADERSHIP STRUCTURE BE?

Others will judge your resident council by its leaders. The organization will suffer if leaders are unreliable, openly use drugs or abuse alcohol, are openly sexist, racist, ageist, don't respect others or are undisciplined. [7]

Leaders should be chosen by a democratic process of regular elections. Your bylaws (which will be discussed later) will outline the election process,

[7] Kahn

the duties of officers and the length of the term each officer will serve. Generally, an officer serves for one year, unless re-elected.

The duties of elected officers are as follows:

PRESIDENT - Calls and presides over meetings, is responsible for all council business and represents the council to management and other entities.

VICE PRESIDENT - Assists president in carrying out all duties and represents council in the president's absence.

TREASURER - Maintains all financial records. (The treasurer should be someone who has had some experience working with financial type records and enjoys it.)

SECRETARY - Maintains all written records of meetings

Below is an example of how you can structure your council. The president is the coordinator of the council, so the secretary, vice president, treasurer and committee chair-people report directly to the president.

PRESIDENT

VICE PRESIDENT   SECRETARY   TREASURER

COMMITTEE CHAIRPEOPLE

GENERAL MEMBERSHIP

WHAT'S THE ELECTION PROCESS?

Council officers must be elected by a democratic process. Election of officers should be staggered so all positions don't become vacant at the same time. Otherwise, your whole executive committee will be untrained and unable to carry on the council's mission. [8]

Here is an outline of the steps for running elections:

1) A date and time for the nomination of officers should be announced to the general community.

[8] Dunsing

2) The council president (or the "core group" if you're just starting out) should appoint people or ask for volunteers to form a nominating committee. Depending on the size of your community and council (if already formed), three to six people will serve. Current council officers are not allowed to serve on the nominating Committee.

3) The nominating committee will announce that names will be taken for the positions of council officers. Make it clear which offices are open and the length of office. Generally, term should run one year and certainly no longer than two years. (If you have bylaws, follow the procedure stated.)

   A slate of names will be presented at the announced meeting. New names can also be presented for nomination to office.

   The choice is yours to either hold the election at this meeting or the next meeting, although the latter is suggested. In this case, post the nominee names throughout the community. This gives nominees a chance to let people know who they are and residents a chance to make a decision.

4) Members of each household (over 18 years of age, unless otherwise indicated in your bylaws) in the community get ONE vote. You can vote by secret ballot if you desire. If so, tell everyone to sign in before they vote. Hand out a sheet of paper something like this:

RESIDENT COUNCIL ELECTION BALLOT

To qualify, all candidates must be community residents who are on the lease with the leaseholder. The term of office shall be _________ year(s).

VOTE FOR ONE OR YOUR BALLOT WILL BE DISQUALIFIED

PRESIDENT (or write in name):

Mary Jones	______________
Harry Jones	______________
Martha Jones	______________
_______________	______________

VICE PRESIDENT (or write in name)

John Smith	_______________
Linda Smith	_______________
Michael Smith	_______________
________________	_______________

AND SO ON FOR OTHER OFFICERS BEING SELECTED....

5) Ballots should be counted the evening of the election. If you choose, three people from the community and one PHA employee may count the ballots. This will eliminate the possibility of ANYONE (resident or PHA) accusing the process of being undemocratic. Otherwise, at least three residents should tally the votes.

   Any ties should be resolved with a run-off election. All election results should be posted.

6) Generally, this process takes one to three months. A typical schedule might be: [9]

   JUNE - Appoint (or elect) nominating Committee members
   JULY - Nominating committee presents slate of nominees
   AUGUST - Elections are held

HOW DO WE BECOME GOOD LEADERS?

Now, what types of qualities should a leader have or develop? Here's a list which is sure to make you successful. Just remember, one individual can't be everything. But if all of the leaders together have these qualities, your council will be in excellent shape.

1) You have to like people. Most of your time will be spent working with people.

2) Be a good listener.

3) Be open to making new friends.

4) Build people's trust - they won't listen to you if they don't trust you.

[9] Urban League

5) Be comfortable when talking about your ideas - express yourself so people can understand you.

6) Help other people to believe in themselves.

7) Let others take credit for accomplishments.

8) Don’t solve everyone's problems for them.
9) Make good use of time.

10) Don't let yourself get easily discouraged.

11) Ask questions; this gets people thinking and acting for themselves.

12) Be open to new ideas; learn from mistakes; learn from experience.

13) Be flexible.

14) Be honest - don't lie, fool or pretend with people.

15) Be self-disciplined - set goals and follow through.

16) Don't work out personal problems at other people's expense. If you're going through a tough emotional time and can't handle leadership, hand it over.

17) Set limits - don't let people use you, learn how to say no and teach people to do for themselves.

18) Take risks - keep going if the going gets tough.

19) Be open to criticism.

20) Stay abreast of current affairs - read the newspaper or listen to the news EVERY DAY.

21) Have dreams and visions.

22) Know when to laugh-don't be serious 100% of the time.

23) Always put the welfare of the community before your own self-interest. [10]

You don't need to be superhuman, but between all of the leaders in your organization, in time these skills should be developed:

- Be comfortable talking one to one with people
- Be able to choose good and winnable issues
- Know how to run effective meetings
- Know how to raise money on a grassroots level
- Know how to manage the council's finances
- Know where to find the information you need
- Build a system of communication with members and outsiders
- Help other people understand your mission. [11]

Donald H. McGannon once said that "Leadership is action, not position.

HOW CAN I LEARN ALL OF THIS?

First, don't panic. Don't try to learn everything all at once. Take a step at a time. The best training you can get is through EXPERIENCE. You will learn gradually and if you already have experience with other organizations, draw on this and apply it to your council.

Second, ask questions. Ask the PHA. Ask HUD. Ask your colleagues. Ask your elders, teachers and religious leaders. Ask anyone who you think might have a good answer. Someone will always be willing to help.

Third, reading is a great source of information. Go to a library and borrow books and articles about organizing, leadership, supervision, motivation, running meetings, writing proposals and communicating.

Fourth, meet regularly with officers of other resident councils in the area. Network, share information and ideas, swap stories and help each other to solve problems and develop different strategies.

Fifth, keep a personal journal of your activities, decisions, feelings and successes. You can refer to the journal later if you encounter similar situations or share if with other council officers. It's also a good way to practice your writing skills.

[10] Kahn, Organizing and Facilitating Skills
[11] Kahn

SO, YOU SAY I'M A LEADER NOW

Being a good leader means a lot of different things. We'll also cover this subject in the section on meetings.

One quality every good leader has is confidence. Feeling that you can succeed gives you self-confidence. If you don't think you can do it, chances are you won't.

If you have never had the opportunity to lead a group, how do you know you can succeed? Well, you can start by looking at your small successes along the way. Recognize them as achievements and they will give you confidence. Four steps to building confidence and good leadership skills are to:

1) Seek out situations where you can be a leader

2) Help and teach others and they will seek out your leadership

3) Develop your knowledge - read, ask questions, find things out

4) Imagine yourself as a successful leader (Manz and Sims)

Because people aren't clones, it's important to recognize that everyone in a leadership position has their own style. And everyone’s style is different. Style is the way you choose to lead. It's how you interact with others. If you're demanding and abrasive, you'll turn people off. If you are respectful and motivating, you'll get cooperation.

As a leader, watch how people interact with and react to you. This will give you a good idea of whether your "style" is effective or damaging (Golightly).

WHAT ELSE SHOULD I DO AS A LEADER?

A good leader knows how to delegate duties to group members. This means giving tasks to other people to complete. You can't do everything by yourself. But all council leaders should know the difference between delegating duties and "dumping" on others.

Ask people what they might be interested in doing. Give people reasons why the task needs completed. The reason for doing something gives people an idea of how important the task is, even if it appears mundane. Members should understand that every task is important - from licking envelopes to being in charge of the flow of money.

Give people positive reinforcement for tasks accomplished. If you don't praise and thank people for a job well done, you risk alienating them because they'll feel you've taken their actions for granted.

If everyone has tasks to complete, everyone will have a purpose. People will <u>not</u> remain on the council if they aren't given the chance to contribute and don't have a purpose.

A good leader takes responsibility for other people's mistakes. The president is ultimately responsible for EVERYTHING that happens. The president of a company can't blame the employees if the firm falls apart. The president has to face the music and take full responsibility.

Never hesitate to admit you've made a mistake. People will respect you a lot more than if you cover up a mistake - or worse - blame someone else.

Leaders can't take a bow when things go well but run when something goes wrong. If you do, your demise is near.

A good leader knows how to diplomatically tell people what they've done incorrectly. Unless you want to scare everyone away, NEVER CRITICIZE SOMEONE PUBLICLY.

Conversely, publicly praise people for good actions. This keeps people motivated and dedicated. (Kahn, Cohen, Manz and Sims)

HOW DO ORGANIZATIONS SURVIVE?

Here we come to an age-old problem which all organizations face at some point. When the main leaders step down, how will the organization sustain itself?

Here's an easy answer: TRAIN AND DEVELOP NEW LEADERS as time goes by. But the question is where do you find them?

- Look within your council for future leaders.

- Identify key people in your community, who may want to become leaders.

- Ask other members for names of their friends from the housing community who could join the council and ultimately, become one of the leaders.

- Realize that there should always be someone qualified and enthusiastic waiting in the wings. Leaders should always keep their eyes open for a replacement.
  (Kahn)

HOW DO WE DEVELOP OTHER LEADERS?

It’s your duty as a leader to know how to recognize potential in other people and help them to develop into leaders. Here are a few signs to look for to recognize leaders:

- Their goals will be the same as the group's goals

- They will ask questions and think of ideas

- They'll properly finish tasks given to them

- They won't make trouble within the council

- They'll follow through on their commitments

- They'll create work to be done - and do it (Crosby)

When you notice someone with leadership potential:

- Encourage them to get more involved

- Show them how things are done

- Ask them to work along with you

- Teach them about the council and the PHA

- Teach them how to effectively communicate

- Teach them how to plan and run meetings

(Kahn)

It’s not always easy to identify ability and potential leadership qualities. But keep an open mind and open eyes. You'll be able to see it.

WILL WE HAVE TO DEAL WITH CONFLICT?

Yes, you will have to deal with conflict and disagreements. But conflict isn't always a bad thing. Here are a few points:

- DON'T IGNORE CONFLICT. Real and significant change can't happen without controlled conflict.

- DON'T make the mistake of always thinking that you are right.

- Always LISTEN to the arguments of others.

- And remember: DON'T LET PERSONALITIES GET IN THE WAY. YOU DO NOT HAVE TO LIKE SOMEONE IN ORDER, TO WORK WITH THEM!

You also have to know how to set limits. For instance, if there is constant argument and conflict at your meetings, nothing will ever get done and people will stop attending. When conflict arises, refocus on what the common goals are.

The meeting leader is the "mediator," so you must keep people on the right track.

Let people air their differences - in a respectful manner. Then channel the anger and frustration - make solid decisions and positive goals and strategies. And ALWAYS stay in control of yourself.

Conflict will either destroy an organization or contribute to its growth. It depends on how you handle it. It's your choice.
(Organizing and Facilitating Skills)

SECTION FOUR
HOW TO FORM A RESIDENT COUNCIL

III. HOW TO FORM A RESIDENT COUNCIL

SO - HOW DID YOU SAY WE GET STARTED?

This section summarizes how to form your council. The complexity of each step depends on the size of your community, its needs, the overall goals of the council and the level of everyone's commitment. Take these steps one at a time:

1. Talk to a handful of others interested in forming a council. Almost immediately, a core of people must be formed who will assume initial leadership and be the most active members. Full participation by this core is the key to success.

2. Devise a questionnaire for residents asking what their concerns and unmet needs are. (Distinguish between what is within the control of the PHA or resident council and what is not.) Also ask residents what they view as three assets of the community.

3. Start forming common ideas about what direction the council should take.

4. Pull together your "key" group (the "organizing committee"). Talk, think, establish goals, make plans and develop strategies.

5. The organizing committee should also answer such questions as:

   - Who should the start-up leaders be? How will we recruit members?
   - How should we communicate with each other, the members, the PHA, outside agencies?
   - What do we want to accomplish?
   - How should our council be structured? Should we have committees?
   - What should the first meeting agenda include?

6. Widely publicize throughout your community the formation of a resident council. Use flyers, knock on doors, make calls.

7. ORGANIZE THE RESIDENTS (refer to -Section III). Get people to join the council.

8. Announce the date, time, place and agenda of the first general meeting. Post signs. Ask the manager if you can photocopy agendas or signs to pass out to residents. It is your choice whether (and when) you invite a PHA representative.

9. Elect the leaders (president, vice president, treasurer, and secretary) at the first or second meeting.

10. Set goals and objectives. Goals will be based on the results of the resident survey, discussions at your first meeting and the philosophy and goals of council leaders and members.

11. Get use of meeting space, support services and supplies (i.e., photocopier, paper, telephone) from the PHA. If you request funding from the PHA, you must ask for it in writing, justify its use and submit a budget. Your budget will outline how you'll use the money.

    As long as the PHA is not in the category of financially "troubled," it should provide you with in-kind help, if not funding. This can be negotiated but the final funding decision will be made based upon the PHA's operating budget.

12. Hold regular meetings. More meetings will be necessary at the beginning until you are well organized and heading in the right direction.

13. Develop council policies and bylaws. (Ask the HUD resident initiatives coordinator for assistance). These are your "rules and regulations."

14. Develop a partnership with the PHA management. You should write up an agreement (called a "memorandum of understanding") between the PHA and resident council. It should outline the role of each, the relationship between management and council and the purpose of the council.

15. When your council is steady on its feet, develop working relationships with local agencies, foundations, universities, religious institutions and others who could be good resources.

16. Establish a way of communicating with members, potential members and the PHA (i.e., newsletter, flyer). Everything the

organization does must be publicized for everyone in the group and community to see.

17. Timely follow-up on all commitments made however great or small, is very important.

18. Leaders should not take dominant positions in the group. Bring out suggestions from members, listen to them, respond to each one, don't ignore anyone, follow-up when you promise.

19. Always give public credit to individuals who are active in the group. People like to be praised.

20. Continually enhance the prestige of the council. Do this by: keeping the group informed of all plans; advising residents of your activities and accomplishments; making all decisions democratically, etc.

21. Consult with residents on matters being considered by the PHA (i.e., modernization, grant applications, new construction,). Get ideas and communicate them to the community manager. It's best to write down your opinions and submit the original to the community manager. On big issues, send a copy to the PHA executive director.

22. Solicit ideas from residents who are not on the council. All opinions are worth considering.

23. See if money is available through the PHA or HUD for training. If so, get training in such areas as:

    - Financial planning
    - Communication
    - Running meetings
    - General PHA operations
    - Fundraising
    - Record keeping
    - Community organizing
    - Fundamentals of leadership

There are several sources for training: hire a consultant; go to a local college; ask non-profit agencies; and find out what's available from the PHA, HUD and the Pennsylvania Department of Community Affairs.

The key is to get a core group together, answer some basic questions, do some planning, organize members, hold a meeting and start building your organization!
(Carnes, Dunsing, Kahn, Operations Guide, Tenant Organization Guide)

WHAT CONSTITUTES AN “OFFICIAL” RESIDENT COUNCIL?

HUD recognizes a resident council as an "official" entity when it meets the following requirements:

1. The council is representative of the residents.

2. It fairly represents residents from each community it represents (if it covers more than one community.

3. Council adopts written procedures outlining the regular election of officers.

4. Council has a democratically elected governing board, made up of residents.

WHAT DOES HUD SAY ARE THE RIGHTS OF A COUNCIL?

1. If requested by the residents, a PHA will provide guidelines to help residents establish an organization.

2. A council can request that the PHA recognize it as the "official" resident organization. (Refer to above definition of "official.”)

3. Upon request, PHAs will give residents copies of PHA policies and current information on resident management.

4. PHAs will consult with residents and resident groups to determine the extent to which you wish to participate in management.

5. The PHA and council should define in writing the understanding of the relationship between the two parties.

Both parties should strive to develop a cooperative relationship instead of working against each other.

WHAT MAKES RESIDENT COUNCILS SUCCESSFUL?

1. A "vision" of what can make the community better
2. Specific goals to make your vision a reality
3. Effective communication and organizing skills
4. Cooperative relationships
5. Strong and democratic leadership
6. After your council becomes experienced, establish ties with local businesses, universities, agencies, religious organizations
7. Good training
8. Team work within the council
9. A code of ethics, developed by council members, which should be written into the bylaws

[12] "Patience, faith and lots of hard work" (Operations Guide) (Operations Guide, Organizing and Facilitating Skills)

SECTION FIVE
MEMORANDUM OF UNDERSTANDING

What is a MOU?

A Memorandum of Understanding (or MOU, for short) is a written agreement. In the case of public housing, an MOU is a legal agreement between a tenant organization and a housing authority. Sometimes an MOU is also called a Memorandum of Agreement (or MOA). MOUs and MOAs are the same thing.

An MOU spells out a common understanding of the working relationship between a tenant organization and a housing authority. It clarifies what kind of support a housing authority will provide a tenant group and creates more meaningful ways for tenants to participate.

Here is what some residents in public housing said about how their MOU helped their tenant organization:

- It helped us start our office, get computers, a fax machine, and supplies. Now we have the equipment to put the task force together.
- It has helped our group work with the housing authority on issues that affect tenants in our buildings.
- It clearly explained what the tenant organization can use its money for.
- It clearly defined rights and responsibilities of the housing authority and local tenant council.

Why is an MOU important?

There are a number of reasons an MOU is important and worth pushing for, even though the negotiation process takes time.

1. Sets a better tone for tenant participation
   While regulations require tenant participation and recognize that it is beneficial to the running of public housing, creating an MOU makes both tenants and housing authorities more familiar with these regulations. Negotiating an MOU raises a housing authority's awareness about its legal responsibilities to involve tenants in shaping housing authority policies. It also gives tenants the opportunity to define participation in ways that are truly meaningful to the tenant community.

2. Builds a working relationship
   The process of actually negotiating an MOU helps tenants and housing authorities build a better working relationship, better listening skills, and more empathy for the issues that the other group faces. Tenants develop a better understanding of what challenges housing authorities have to deal with—for example, how to work with limited budgets. Housing authorities develop a better understanding of what problems tenants are having and their ideas for solutions that will work in their community.

3. Sets up a structure for a partnership
   An MOU puts in writing what the partnership between a tenant organization and a housing authority is. It provides a structure for a working relationship. For example, while regulations say that the housing authority should meet "frequently" with tenants, an MOU can set up a regular schedule for the housing authority and the tenant group to meet—say, once a month.

4. Clarifies how regulations will be interpreted
   While laws provide a framework for resident participation, an MOU can clarify how your housing authority will carry out its responsibilities under the law. For example, regulations say a housing authority must ensure "open communications" with the tenant organization. An MOU can clarify that "open communications" means: access to specific documents, advance notice of any changes in policies, and responses in writing from the housing authority to written comments submitted by tenants.

5. Protects a tenant organization's rights over time
   Your current tenant organization may have a good working relationship with the current director, but what if a new director comes in who is less open to tenant involvement? Or what if the leadership in the tenant organization changes and it is less democratic? An MOU protects tenant groups over time because it says the tenant group has certain rights no matter who runs the authority or the tenant group.

6. Can give federal and state tenants the same rights
   If your housing authority has both federal and state public housing, an MOU is an opportunity to get state and federal public housing tenants covered by the same policies. Sometimes there are differences between federal and state laws and regulations, and sometimes these differences can be harmonized in an MOU so that

federal and state tenants have the same rights. For example, an MOU could say that:

- State tenants, like federal tenants, can be on a Resident Advisory Board (RAB). Worcester, Boston, and Holyoke RABs all include state tenants.
- State tenants, like federal tenants, can be on hiring committees and have input into hiring decisions.

What is generally included in an MOU?
There is no required form for an MOU. Some MOUs are long and detailed. Others are short and general. A tenant group can have one MOU that touches on many issues. It can also have different MOUs that focus on specific issues, such as tenant participation funding, jobs and training, or space for after-school programs for kids. Whatever is included in an MOU offers tenant groups a more detailed layer of protection than what regulations offer.

What your tenant organization wants to include in an MOU will depend on your goals and what written policies your housing authority may already have. For example, while some tenant organizations have a written tenant participation policy, each tenant organization negotiates with the housing authority its own MOU about tenant participation funding.

The following is a list of provisions commonly included in an MOU.

Support for tenant group and organizing efforts

- **Recognition**

  Your housing authority agrees that your group is the one they will talk to and negotiate with about issues that affect tenants.

- **Funds for tenant group**

  The authority agrees to give your group funds to participate, operate, and receive training, agrees to provide accounting assistance to help the group develop its capacity to manage funds, and agrees on a procedure for the tenant group to submit a yearly budget request.

- **Freedom to organize**

  The housing authority agrees that tenants have a right to distribute information about the tenant organization and about proposed or current housing authority policies and a right to meet privately without the housing authority. Housing authority agrees to give all new tenants information about the tenant organization and the tenant group agrees to help create the informational materials for new tenants.

- **Protection against retaliation**

  The housing authority agrees that it will not retaliate against any tenant who is organizing or who joins a tenant organization.

- **Office and meeting space**

  The housing authority agrees to give the tenant organization private office space, a telephone, fax, supplies, a meeting room, access to the internet, and repair services for office equipment.

- **Training**

  The housing authority agrees to provide the tenant organization with funds and resources to be trained as a group on the law and organizational issues.

Improved communications

- **Information and documents**

  The housing authority agrees to give your group information about its program, how it operates, and access to relevant documents, such as proposed policies and plans, correspondence between the housing authority and HUD and DHCD, minutes from board meetings, and contracts with bidders.

- **Regular meetings**

  Members of your organization and housing authority staff agree to meet regularly to discuss issues of concern to both and to have meetings on particular issues where specific staff are invited, such as a meeting on security with the public safety staff.

- **Board meetings**

  Your tenant group gets an automatic place on the agenda of the housing authority's governing board meetings and receives agendas and handouts for the meeting in advance.

  - **Written responses**

    The housing authority agrees to provide written responses to written comments that a tenant group makes about any change in policy. This is important to establish a record of the discussion and what is being agreed to.

- **Respect**
  The housing authority and tenant organization agree to treat each other with respect.
- **Resolution of disputes**

  If the housing authority and tenant organization have a dispute that cannot be resolved, both agree to go through arbitration and abide by decisions of an independent arbitrator.

Right to participate in management

- **Policy changes**
  The housing authority agrees to meet with the tenant group before changing major policies in order to get tenants' input.

- **Housing authority budgets**
  The housing authority agrees to review its budget requests with the tenant group and to allow tenants a chance to comment on the budget.

- **Hiring and jobs**
  The tenant group has a representative on hiring committees for key housing authority staff; receives notice of when the housing authority has job openings; and works with the housing authority to develop economic opportunities for residents.

- **Modernization**
  The tenant group has input into modernization plans, the right to be involved in writing requests for proposals to hire firms to do the modernization, and is involved in reviewing where modernization funds are going.

<u>What steps are involved in creating an MOU?</u>

It is important to understand that in most cases it is not up to the housing authority whether it wants to negotiate an MOU. It is required to do so by law. While there is no one recipe for how to put together an MOU, it helps to understand where to start and what the process commonly involves. In general, there are four major steps recommended in creating an MOU:

1. Tenant group drafts its own MOU.
2. Tenant group gives its draft MOU to the housing authority.

3. Tenant group and housing authority meet to negotiate the terms of the MOU.
4. Tenant group and housing authority agree on final MOU.

What follows are some ideas about how to carry out these four major steps.

Tenant group drafts its own MOU
It is better for your tenant group to give the housing authority the first draft of an MOU than for the housing authority to give you the first draft. This way, the tenants establish the terms of the MOU and are “in the driver’s seat.” You don’t have to start from scratch. You can use the sample MOU at the end of this booklet as a starting point. It will give you ideas about what to include.
It is helpful to spend time polling tenants about what issues they care most about and weave these issues into the MOU. But keep in mind that because MOUs are very detailed and technical, it is hard to involve lots of tenants in the nitty-gritty of putting an MOU together. The process of developing an MOU, however, is a real opportunity to develop a more active tenant group.

Create an **MOU committee** of tenants who have the time and interest to read through the sample MOU and work on drafting. Then go through the sample MOU one section at a time. Add and delete provisions and talk about how to change it to best suit your situation. Take good notes so you remember what you talked about and agreed to. Make sure the issues that people care most about are in your MOU.

Draft your MOU with the changes people wanted to make. It is very helpful to have an attorney help you draft an MOU and be part of the MOU committee. An attorney can also review an MOU to make sure it complies with state and federal laws, covers the details that are important, and is clear in terms of enforcement. Every word matters in this kind of contract.

Once the committee has drafted an MOU, meet again with the larger tenant group to review the proposed document. While it is time-consuming to keep people in the loop, it is worth it. Being inclusive keeps everyone more informed and involved, and establishes a good foundation for a strong tenant group.

Before you submit your draft to the housing authority, you may want to invite all tenants represented by the tenant organization to a meeting and go over the basic outline of the MOU. Be sure to allow time for questions and feedback.

Send your MOU to the housing authority

Hand deliver or mail your draft of the MOU to the Executive Director of your housing authority. Include a short cover letter requesting a meeting to discuss it. Always remember to keep copies of everything you submit.

Be patient. Housing authorities rarely move quickly on MOUs.
If the Director does not respond within a reasonable time, call and ask to set up a meeting. Be polite, but persistent. Convey your determination to have a meeting. Most directors should be responsive.

Prepare to meet with the housing authority

Before you meet with the housing authority, make sure your group is prepared.

Decide who will go to the meeting and who will lead your negotiating team. Usually only one or two people act as speakers. Try to have a lawyer or other representative or advocate on your negotiating team. Having an outside person as part of the negotiation process can make a housing authority more accountable.

When or after you set up a time to meet with the housing authority, call to go over certain details that will help you be more prepared. For example, ask them who will be coming to the negotiating meeting so you can be prepared. Your housing authority may have whoever they want on their negotiating team. Ask them whether they can record the meeting so that everyone has a record of what was said. Make sure everyone is clear about the time and place for the meeting.

Begin to negotiate with the housing authority

Before you go to the meeting, talk about how you want to approach it. Often groups work through the draft MOU with the housing authority, paragraph by paragraph, exchanging ideas and concerns. This will likely require a series of meetings.
That's OK. Remember, this is also about developing a relationship. You might want to start the meeting by talking about your overall goals, or about how state and federal regulations encourage housing authorities to work cooperatively with tenant organizations and how this can make your community better.

During any meeting with the housing authority, have one or more people take notes. Write down what the housing authority staff say, what you agree about, what you disagree about, and why. These notes will be important as a record of what was said and to help your group think through next steps. You may also share your notes with the housing authority to make sure there is agreement about what was covered.

Expect to compromise. Be clear about which items are your main concerns so you don't lose sight of them. If you can, decide ahead of time which items you would be willing to change or give up. Make sure if you agree to a compromise or to work toward a compromise that it is clear who will re-draft the new proposed language. As stated above, it is usually better for you to do the re-drafting than to leave it to the housing authority. This gives you more control over how the compromise is crafted. The housing authority will often agree to this as it is less work for them.

During negotiations, don't say "yes" and don't say "no" to any final changes. Tell the housing authority that you will bring their requests for changes back to the tenant group for consideration. This gives your group time to figure out what to do. It shows the housing authority that there are more people involved than those in the room. And it prevents a small group of tenants from making decisions without consulting the larger tenant group.

At the end of your first meeting, set up your next meeting, and, if you can, a schedule of future meetings to continue to negotiate the MOU. This will keep the process moving and will later save a lot of time just trying to agree on when to meet.

Agree on the final version

As changes are agreed on, offer to make the actual changes on the document. If you have an attorney, ask him or her to make the changes. This will save the housing authority time and will continue to keep tenants in the driver's seat.

Make sure the MOU is written in a way that will automatically renew each year unless either party requests new negotiations.

Let the tenant group approve the final MOU. Call a meeting of all tenants and review the changes made. Remember, as well as getting their OK, you are helping all residents know their rights, feel more comfortable participating in housing authority business, and take ownership in the MOU.

The final MOU should be signed by the president of the tenant organization, the Executive Director of the housing authority, and any tenant leaders, such as a Vice President, Treasurer, or any Board member, who wish to sign.

Celebrate! Have a gathering to announce the new MOU and recognize all those who worked on it. Distribute a flyer to all residents announcing that the tenant group and housing authority have successfully negotiated a Memorandum of Understanding which will enable the resident organization to be more involved in matters that affect the community. Invite all tenants to the gathering and make a copy of the MOU available to all.

SECTION SIX
HOW DO WE RUN SUCCESSFUL MEETINGS?

V. HOW DO WE RUN SUCCESSFUL MEETINGS?

When we have an idea, we call a meeting. When we have a problem to solve, we call a meeting. When we're not sure if we need an idea or have a problem, we still call a meeting! It's how we get things done.

Some meetings are unnecessary or boring. But if conducted properly, meetings are productive and positive. This section will focus on how to run a good meeting.

It's important to realize that meetings don't run themselves. Meetings are managed. The meeting leader keeps things moving in the right direction. And the leader must encourage people to participate. Otherwise, you might as well have a meeting with yourself. (Donahue)

Consult Robert's Rules of Order if you wish to conduct meetings according to parliamentary procedure. Since this is a very formal way in which to conduct business, you may wish to extract ideas that can be adapted to your council's needs. The book is available at any library or can be purchased from any bookstore.

WHAT'S THE FIRST STEP IN RUNNING A MEETING?

The key to running a successful meeting is PLANNING. You can't just walk into the room and "wing it." Without planning, you'll lose the interest of the members. A smoothly run meeting, although it looks like a breeze to participants, means the leader has taken time to prepare.

A few meeting planning guidelines are:

- Always have a reason to meet.

- Establish clear objectives. Figure out exactly what you want to accomplish at the meeting.

- Decide when to meet.

- When choosing a date, make sure it's not a holiday, the day of a big event or at the same time as a popular TV program. You want people to attend.

- Arrange baby-sitting for members with children. Perhaps a couple of teenagers would volunteer.

- If you can't provide baby-sitting, make sure the room is large enough so children can play.

- Set a standard date and time for regular council meetings. It's up to the leadership to determine how often to meet. Once a month should be enough.

- Locate meeting space; make sure it's easy to get to, in a safe place and good for discussion.

- Meeting space ideas: community room, management office or someone's apartment (if necessary and if it's large enough). Try to make the space as comfortable as possible. If you meet in the PHA office, close the door for privacy.

- Always pay close attention to DETAILS.

- Write up an agenda of items to be discussed at your meetings. Give it to members before the meeting (ask the management office to copy it) so they know what to expect. You can print the agenda item on a chalkboard or newsprint in front of the room or have extra copies to distribute at the meeting. (Auger, Donahue, Kahn)

HOW DO WE DEVELOP THE AGENDA?

An agenda is a brief outline of what will be discussed at the meeting. It doesn't have to be formal. It is simply a tool so the leaders and members know what will be discussed.

An agenda helps the president to maintain order and accomplish the goals of the meeting. It keeps you organized during meetings. (Donahue, Kahn)

For example, an agenda can look something like this (although remember, it doesn't have to be as formal):

AGENDA
Steel Manor Resident Council Meeting
Wed. Feb. 20, 2002
6:00 p.m. - 7:00 p.m.
Library, First Floor Community Center

I. Introduction of new members
II. Election of Treasurer
III. Committee Reports
    a. Finance committee
    b. Fundraising committee
    c. Social committee
IV. Drug elimination program
    a. ideas for on-site youth sports
    b. speaker for teenagers
    c. HUD drug elimination grant
V. Other Business

YOU should decide what your agenda looks like. The main point is to plan in advance what you'll discuss at the meeting. Knowing what you will do before you walk into the room gives the meeting purpose, direction and will result in GETTING THINGS DONE.

LET'S RUN A MEETING!

The resident council president should conduct meetings. This means that she or he will be the meeting chairperson, sit at the head of the room and direct the members through the agenda items.

Here are a few tips for running a successful meeting:

- The president should arrive at the meeting place <u>before</u> anyone else. Take this chance to glance around the room to make sure it's set up properly (enough chairs, etc.).

- Start meetings <u>ON TIME</u> or members will get the idea that they don't have to be punctual.

- Ask people to print their name and phone number (or apartment number) on a sign-in sheet as they enter the room.

- To gain order at the beginning of the meeting, stand up in front of the room and calmly announce, "We're ready to start now." Then stand quietly.

- Phrases such as "quiet please" or begging or yelling will only aggravate the audience.

- Open the meeting by welcoming everyone, ask how they're doing and make sure everyone has an agenda (or can see it hanging in front of the room).

- Depending on how many people are present, you can start meetings by letting everyone identify themselves.

- If there are new members, introduce them or ask them to introduce themselves. Give them a rundown, on the council <u>before</u> or <u>after</u> the meeting. Don't bore the experienced members with an orientation presentation at every meeting.

- Make sure someone is taking notes of the highlights and decisions.

- The president sets the mood of the meeting. It should be a friendly, somewhat informal atmosphere. But if the president doesn't act in a professional manner, nobody will take the proceedings seriously.

- Encourage open communication.

- Let democracy rule.

- Stick to the agenda during the course of the meeting.

- If people wander off the subject, guide them (pleasantly) back in the right direction.

- <u>Keep</u> the meeting running on time.

- Don't have too many items on the agenda.

- Don't allow too many issues that are <u>not</u> on the agenda to be introduced.

- Hold individual reports to the time allotted.

- Stay away from lengthy debate. Debate on specific issues can take place at smaller committee meetings.

- Don't let a motor-mouth dominate the meeting. But don't rudely cut them off. Politely say "Thanks for your input, John. But we're off the subject and we need to take a vote. Are there any other comments on planting trees along the sidewalk?" Bring the person back into the <u>focus</u> of the discussion.

- The president must have complete knowledge of all council business. He or she should know what’s happening in each committee, the status of all group projects and any problems the group or its members may be experiencing.

- Don't ask someone to give an impromptu report. It could be disastrous.

- Always let people know in advance what type of presentation they'll be doing. Otherwise, this scenario can happen:

  The president says, "Hey, why doesn’t someone give us a report on the upcoming Good Neighbors Fair?" Since no one volunteers, the chair calls on Jackie. A surprised Jackie stumbles through a disorganized report (if she even knows about the event).

  Jackie says, "Well, it'll be fun. We hope everyone comes. We'll have a few booths.”

  Someone asks the date. Someone asks the price. Someone asks the location. Someone asks what food will be served. And what you have is a disorganized report by a nervous member, which puts a damper on your meeting AND the event.

- If someone is very negative or creating a disturbance, speak <u>directly</u> to the individual, telling him or her to stop their actions. Don't try to keep one person happy at the expense of all the others.

- Scan the room to look for inattention, puzzled faces, raised hands, etc. These are signs of boredom or not understanding the discussion.

- If someone doesn't understand the issue being discussed, take time out to explain.

- If one person is speaking and it appears that others can't hear, politely interrupt the speaker and ask him or her to speak louder.

- If people are holding a conversation separate from the proceedings of the meeting, politely say, "Excuse me. Thelma's giving a report" and remain silent until the disruptive conversation stops.

- Debate of issues during a meeting is good. But if the group won't come to a decision or if someone monopolizes, the president or another member of the executive committee should suggest that the discussion get back on track. The president can choose a couple of key members to rely on during the meetings to help in situations like this. Si Kahn calls this a "floor team" (144).

- These signs tell you if a discussion or debate is dragging on:

▪ No new relevant points are being made
▪ People get restless
▪ People get angry or defensive

- If the group can't come to a decision, try these ideas:

▪ <u>Compromise</u> on the suggestion initially made <u>OR</u>
▪ If there's not enough information to resolve the issue, suggest postponing the decision <u>OR</u>
▪ Close the debate, call for an <u>immediate decision</u>, vote and get it over with!

- Create an atmosphere that allows for audience participation.

- Individual opinions should be welcomed, listened to and acted upon when feasible.

- NEVER make anyone feel stupid when they bring something up. One quick way to lose your members is to publicly belittle them.

- If a suggestion isn't good say, "Thanks for the idea Tom. That might work well in another situation. Right now we need to figure out what to buy with the money we raised."

- If people hesitate to speak up, the president must draw them out. Ask them questions and try to get them involved in the conversation.

- Praise people for suggestions, ideas and accomplishments.

- Until people get warmed up to participating, don't just throw out questions to the group. Try this approach at first:

  "Let's think of a few good topics and speakers to talk to the single female heads of household. I'd like everyone to jot down some ideas. Anything goes. Then we'll go around the room and ask you to share your ideas."

  This way, everyone gets to participate and you'll get some good ideas.

- Talk with ease; don't be too formal; don't be forceful.

- As the leader, let your eyes wander around the room; look directly at everyone. This makes people feel involved and important.

- In a democracy, it's OK to make a decision without the consent of each and every member. But Si Kahn warns that although true democracy means that the majority rules, we must always remember to respect the opinions of the minority. (148)
  (Carnes, Donahue, Dunsing, Kahn)

HOW DO WE KNOW OUR PLANNING WORKED?

An important step in the planning process is evaluating your meetings. The results of your evaluation will help you to plan your next meeting. Here are a few tips for evaluating your success (see Appendix Three):

- Look at what went right

- Look at what went wrong and the reasons why

- Ask the group at the end of the meeting, "What did you think of our meeting? Was it productive?"

- Ask the executive committee members to give their candid opinions (but not in front of the group)

- Was each agenda item discussed?
- Were goals accomplished?
- Were decisions made?
- Did everyone participate?
- Was anyone left out?
- Was it interesting or boring?
- What tasks require follow-up?

Be honest with yourselves. Si Kahn says that self-criticism helps us to make needed changes (150).
(Conrad and Glenn, Kahn)

IS THERE ANY OTHER FOLLOW-UP?

Following up on a meeting also plays a key role in planning your next meeting. This means:

- acting on all decisions which were made;
- following through on promises; and
- making sure people who agreed to do a task actually complete it.

If you don't stay informed of what's accomplished between meetings, you'll be unable to plan the next meeting.

Between general membership meetings, the executive committee should hold its own meeting. Use this time for information and idea sharing, brainstorming, problem solving, planning and evaluating.

At first you will probably need to meet more often than after you get rolling. But don't meet more than twice a month. Council work shouldn't become a personal burden for anyone.

An established council should meet once a month. But decide what's best according to your council’s situation. (Kahn)

A DIFFERENT APPROACH TO DECISION MAKING

BRAINSTORMING is solving problems and coming up with new ideas in a group setting. People freely and informally say out loud what their ideas are. Everyone bounces ideas off of one another. You can either, have occasional brainstorming sessions or create a brainstorming committee. This would be an effective way to delegate duties and develop new leadership.

A brainstorming session is most effective with no more than 10 people. Generally, people feel more at ease blurting out ideas in a small group than in a large one. Also, the smaller the group, the easier it is to keep people focused.

Brainstorming uses everybody in the room. It encourages creativity and free thinking. Ideas will surface that people wouldn't have thought of on their own.

The key to a brainstorming session is that everyone must listen to each other's ideas.

Nobody should be made fun of for his or her ideas. If this occurs, freedom of expression will be stifled and your attempt at brainstorming will flop.

Steps to conducting a good brainstorming session are:

1. Don't cover too many issues in one session.
2. Introduce the problem(s) or subject of the session at the beginning of the meeting.
3. Write all ideas on a flip chart or chalkboard so that everyone can see them.
4. Encourage new ideas - draw people out.
5. Don't criticize or let anyone else criticize ideas.
6. Redirect the conversation when people get too far off track - KEEP FOCUSED.
7. When the leader thinks the group has enough solutions, stop getting ideas and start making decisions based on the ideas presented.

(Cohen)

ARE OUTSIDE SPEAKERS APPROPRIATE?

Yes. Occasionally it's nice to bring in a speaker for a meeting. Choose a topic interesting and relevant to your members.

It's also good to bring in people from local agencies or colleges to speak to the whole community. For example, a task could be scheduled on elderly issues, gender or race related issues, drugs, international affairs, etc. Doing this would not only give something to your community, but would provide effective publicity for your council.

Don't forget to thank the speaker verbally and in writing after the speech.
(Donahue)

HOW DOES IT END?

Meetings should be ended gracefully. Always end on a good note. If you conclude with argument or something negative, your members will walk out of the meeting with a bad, frustrated attitude. And they may never walk back in.

Think of it this way: you go out for the evening and have a good time. On the way home, the car or bus breaks down. You return home in a bad mood. Even though everything was great, what do you remember most? The rotten trip home! (Donahue)

GETTING THEM TO COME BACK

If you do everything you've just read, you won't have to worry about getting people to your meetings and building your membership. You'll have a strong organization.

You will continue attracting people by running interesting meetings, encouraging everyone to participate, working on issues relevant to the community and getting things done.

Although sometimes - believe it or not - you need more. One thing to avoid is being routine and predictable.

Change things around a bit. Don't conduct the meetings in exactly the same way week in and week out. For example:

- Change the arrangement of the room
- Serve snacks periodically
- Bring in a speaker
- Schedule a debate over a hot issue
- Discuss different issues

- Do a five minute feature of an historic event
- Open or close meetings with a "thought for the day"
- Highlight a special event in someone's life
- Sing happy birthday to someone

These are just a few ideas you could use to add a little variety to your meetings. People will stop attending if meetings are unproductive or boring. (Donahue)

MOTIVATING PEOPLE TO ACT

Once again, everything we've discussed not only gets people to attend meetings and keeps them interested, it motivates them to act.

People will join the council because they have a need to do so. If their need is being satisfied, they'll continue their involvement. Motivation and satisfaction go hand in hand.

Here are some other factors that motivate people to act:

- Being praised in recognition of achievement

- Getting things accomplished - if people are always spinning their wheels, they'll lose motivation

- Feeling they belong

- Self development - learning, feeling better about oneself

- Reaching goals - this is why goals must be realistic

- Enjoying the council work

- Seeing a possibility of moving up in the council

- Having a chance to speak out

As the leader, you must help people succeed so they will stay motivated. For example, when you assign a task to someone, make sure you:

1) Define the task so they know exactly what's expected; and

2) Tell them what help is available if needed.

Keep in mind that when individuals succeed, the group succeeds. (Quick, Cohen)

SHOULD WE FORM COMMITTEES?

To become strengthened, a council needs to form committees to carry out different activities. Committees are effective because they're more flexible and informal than the larger group. And they are results oriented. Most of the nitty-gritty work gets done in committees.

There are two types of committees, short term and permanent committees. A short-term committee is formed to work on one specific project. A permanent committee is long standing. Examples of permanent committees are listed below:

- Finance
- Social/Entertainment
- Athletic
- Education
- Grievance
- Membership
- Welcoming
- Anti-drug
- Communication/Newsletter
- Brainstorming

The types of committees you need and the number of people on each will be determined by the scope of the council's work.

Other tips:

- Committees should be relatively small. Every council member does not have to serve on a committee.

- Make sure there are enough people to fairly represent different opinions of council members.

- Make sure members have the time to devote to committee work.

- Each committee should be headed by a chairperson, who reports directly to the president.

- The chairperson must ensure that all committee members participate at some level.

- A spokesperson has to give committee activity reports at general council meetings. This can either be the committee chairperson or someone appointed by the committee.

- Decisions made in committee meetings must be put before the general membership for a vote.

- The committee chairperson, just like the council president, has to learn how to get things done, delegate duties, lead meetings, discussions and debates and motivate people to work and achieve results.

(Carnes, Donahue, Operations Guide)

SECTION SEVEN
EFFECTIVE COMMUNICATION

V. EFFECTIVE COMMUNICATION

Keeping the lines of communication open is one of the most important. things you can do to make your council successful. Keep, all of your members updated. And to the extent possible, keep the community residents and PHA management informed.

It's also important to develop two way communication. Establish a way for council members, other residents, the PHA, HUD and other agencies to come to you with issues, questions and problems (See Appendix Two). (Conrad and Glenn)

The different ways of communicating are:

- Face to face
- Telephone
- Written

A newsletter to the membership (and general community if you desire) is the best way to communicate on a regular basis.

Your written communication can be anything from a one page handwritten flyer to a several page, nicely laid out and typed newsletter. Ask the community manager (or PHA if there's not an on-site management office) when you can use their typewriter.

As long as you KEEP PEOPLE INFORMED, you are on the right track. Also, consider creating letterhead stationery with the name of your council at the top. This will enhance your professional image and contribute to the identity of the council.

You should set up communication with the PHA community manager. This will help in maintaining a cooperative relationship. Keep them informed of your activities and projects. For example, either send the manager a copy of your newsletter or write a letter (once a month or quarterly) listing your activities.

Follow these basic rules when communicating in writing:

- Use short sentences
- Don't crowd the pages with too much information
- Use lots of white space - it makes reading easier

- Write the way you talk
- If your audience is generally elderly, use large enough print so it is readable
- Check for accuracy of all information
- Proofread for spelling, grammar and punctuation errors

These are just a few basic ideas for the newsletter:

- Upcoming events
- Resident news, birthdays, anniversaries, births, marriages, new jobs, new residents
- A note on new PHA policies and community rules
- Resident rights and responsibilities
- Management reminders
- Items on the next meeting agenda
- Notes of sympathy
- Recognition of resident special accomplishments
- Resident comments and questions
- Guest column by outside social service agency
- Inspirational poems, quotes, messages

Meeting minutes (notes, should be taken at every meeting: general membership, executive end all other committee meetings. Notes should also be taken if anyone representing the council meets individually with the community manager or any other PHA staff member, outside agency, government official, etc.

Minutes give you a "formal" record of what happened at the meetings, the decisions made, issues raised, etc. The council secretary is responsible for recording the minutes, writing them up after the meeting and distributing them.

Meeting minutes don't have to be anything fancy or formal. Just having something in writing is sufficient. Distribute the minutes to all members, even those who missed the meeting.

If you decide against formal meeting minutes, you should still keep some kind of written record of what transpired at each meeting and which tasks were assigned to whom.

To advance the spirit of cooperation, you may choose to send a copy of the minutes to the community manager or other PHA representative.
(Dunsing, Kahn, Organizing and Facilitating Skills)

SECTION EIGHT
FUNDRAISING FOR THE LONG HAUL

VII. FUNDRAISING FOR THE LONG HAUL (AND KEEPING TRACK OF IT)

Although a resident council may be able to get in-kind or monetary assistance from the PHA, it's also in your best interest to raise your own money.

The money raised by the council is yours, managed by you and spent by you in whatever (legal) fashion you desire.

Resident councils can do a variety of things with the money. You can:

- Buy supplies
- Print a newsletter regularly
- Buy furniture
- Buy books; for a community library
- Buy musical instruments (i.e., a piano for the community room)
- Open a food bank
- Set up a fund to help families with emergencies
- Sponsor special events (i.e., a band, a disc jockey for a dance, a speaker who charges a fee, a carnival, etc.)
- Buy computer equipment, a telephone system, etc.
- Sponsor hot lunches for children
- Buy playground equipment
- Set up a clothing exchange for residents, especially children
- Pay for tutors (if you can’t find volunteers)
- Buy sporting equipment and games

The list is ENDLESS. It's up to you to determine how much money you want the council to work with and the best way in which to spend it. (See Appendix One for a list of some ideas for council activities and purchases.)

HOW DO WE HANDLE OUR CASH?

The minute you get one penny is the time you must set up some type of financial record keeping system. Don't let this scare you. It doesn't have to be complicated. But it does have to be accurate and safe from petty theft.

Immediately open a checking account at a local bank in the name of the resident council. If you haven't yet raised any money, you can either ask the PHA or your council members for a few dollars to open the account.

If you have HUD or PHA money, you must follow the correct procurement procedures outlined by HUD. Call your local resident initiatives coordinator for guidelines on this.

When it comes to money, this is the line of authority to follow FAITHFULLY:

- All expenditures should have the approval of the executive committee (if it's a large council) or the whole council (if it's just a few people)

- The president, vice president and alternate will have the right to authorize payment and sign checks

- Write a check for all purchases

- Each check should require TWO live signatures the president and vice president (or alternate)

- The names of the three individuals with check signing power will be given to the bank at the time the account is opened (president, vice president and alternate)

- The council treasurer will keep track of money coming in and going out; this individual maintains the books BUT NEVER PHYSICALLY TOUCHES ANY MONEY

- The council secretary will make out checks (but NEVER sign them)

- The secretary will take the incoming money to the bank and deposit it

- The secretary will immediately give the treasurer the bank deposit slip

- ALWAYS DEPOSIT MONEY THE SAME DAY YOU RECEIVE IT. If impossible (i.e., a weekend fund-raiser when the bank is closed, either put it in the management office safe or lock it safely in the secretary's house.

Remember these very important rules of division of duties:

- THE PEOPLE WHO SIGN CHECKS SHOULD NEVER TOUCH THE MONEY OR HANDLE THE BOOKKEEPING

- THE PERSON WHO HANDLES THE BOOKS SHOULD NEVER TOUCH THE MONEY OR DEPOSIT SLIPS,OR MAKE OUT OR SIGN CHECKS

- THE PERSON WHO PREPARES THE CHECKS SHOULD NEVER HANDLE THE BOOKS OR SIGN THE CHECKS

WHAT ABOUT FUNDS FROM THE PHA?

The following applies if your council requests in-kind services or money from the PHA:

- Submit a budget with your written request for assistance

- The budget should show, within a time frame, what services or how much money you want and how you intend to spend it

- Your written request for money should explain how you plan to keep track of your money (your bookkeeping system)

- Your written request should also include the names of persons authorized to spend council money and any limits you have set

- The PHA has the right to see your books, so maintain good and accurate records

- PHA independent auditors can review the books of a resident management corporation

- If your council has IRS status as a “non-profit” corporation,” the books are subject to public disclosure and audit

WHAT SHOULD BE IN THE BOOKKEEPING RECORDS?

The council will be safe if you keep track of:

- The exact amount of money coming in
- Where the money is from (earned through an activity, a foundation grant, etc.)

- How the money was spent

It is the treasurer's responsibility to maintain the financial records. All money should be given directly to the secretary for immediate bank deposit. We suggest this because the person who maintains the financial records should not have direct access to the council's money.

If you have cash from a fundraising event, two people should collect and count all of the money together at the end of the day. Then give it directly to the secretary. In the secretary's absence, one of the committee chairpersons could be made responsible for depositing or holding the money (but make sure it is not the check signing alternate). The deposit slip should be returned promptly to the treasurer.

You may set spending limits if you desire. For example, your council may decide that purchases under $20.00 can be your can be made by the president and vice president, without anyone's approval. But, any amount over $20.00 would require approval either by the executive committee or the full council.

Your organization bylaws should outline the procedure for spending money and reporting expenditures and receipts. Any rules should also be outlined.

WHERE DO WE GET MONEY?

You can start with the PHA. There are two ways to use PHA funding.

(1) The council can request that the PHA appropriate a flat amount for general funding purposes and use; or

(2) The council can request a specific amount for a certain purpose (i.e., an event, a piece of equipment). Quite often, the PHA will give the council the whole requested amount. In some cases, the PHA and council will come up with matching dollars to total the amount requested.

The approach you take depends on the council's specific needs. The resulting amount depends on the availability of PHA resources.

You are encouraged to supplement money from the PHA with money you raise on your own. Examples of ways you can raise money include:

- Sponsor such fundraising events as
    - dinners
    - luncheons

  - speakers
  - fairs
  - craft shows
  - talent shows
  - dances (get a local DJ to donate time)
  - fashion shows

- Sell items:
  - recipe books (collect special recipes from residents)
  - crafts and artwork
  - raffle tickets (give away money or ask a store or organization to donate an item)

- Network and use your resources!

- Many foundations and corporations give grants for worthwhile projects. Some foundations have grants for which you can apply and others give money for specific items or reasons.

- Find out what foundations and corporations in your area offer funding and for what purposes. This information is available to the public. For instance, Hillman Library in Pittsburgh has a comprehensive listing of all area foundations and corporations with gift programs.

- After your research, write to find out what types of organizations they fund. If your council meets the requirements, ask the representative when their next funding round is and how to apply.

- Some foundations/corporations may require that your council have non-profit status (501[c][3] status) in order to be funded. If so, you may ask the PHA to be a co-sponsor, using their tax identification number. (Ask your community manager or executive director about this.)

- Call local churches, synagogues and organizations to inquire of their fundraising activities.

There are, many resources available to you. Planning issues and activities, fundraising and bookkeeping requires hard work and creativity on your part. But undoubtedly, when you see the fruits of your efforts, your work will have been worthwhile.

SECTION NINE
PREPARING COUNCIL BYLAWS

VII. PREPARING COUNCIL BYLAWS

Every council must have a set of bylaws. These are the “rules” that your organization lives by. They should be simple and can be amended as new requirements are added. Bylaws should contain the following general information:

1) Name of the council

2) Purpose of the council

3) If there is to be a board of directors, how many people will be on the board and how elections will be run

4) How often the board will meet

5) How many officers will serve on the council (president, etc.), term of office and how elections will be run

6) How unexpected vacancies on the board and council (caused by death, illness, resignation, removal, etc.) will be filled

7) An outline of the duties of all officers

8) How funds will be handled and which positions (i.e., president, vice president) will sign checks, handle money and keep the books

9) Who sits on the executive committee (the council officers) and how often it will meet. State that the executive committee shall report its actions to the general membership (and board of directors if there is one)

10) A statement that membership in the council shall be open to all residents of your public housing community

11) An outline of which committees will be formed (and that they will be headed by chairpersons either appointed or elected) and statement that new and ad-hoc committees can be formed when deemed necessary.

Ad-hoc committees are temporary and set up for a special purpose or task

12) How many votes are needed for elections, policy and procedure decisions. For example, state:

"A quorum for all meetings involving the policy, procedure and elections of the Manor Place Resident Council shall consist of 51% majority vote of the council members present. A quorum consisting of 51% majority vote shall be required for all decisions in meetings of the executive and other standing committees."

13) A provision must be made for amending the bylaws. For example: "These bylaws may be amended by a two-thirds vote of the council membership present."

You are advised to consult the PHA's attorney as you draft your bylaws. The local HUD office will also offer general advice and model bylaws, if requested.

SECTION TEN
PUBLIC HOUSING AGENCY PLANS

DECONCENTRATION OF POVERTY AND FAIR HOUSING IN PROGRAM ADMISSIONS

General
The PHA's admission policy includes the PHA's policy designed to promote deconcentration of poverty and income mixing in accordance with section 16(a)(3)(B) of the 1937 Act (42 U.S.C. 1437n), which is submitted to HUD as part of the PHA Annual Plan process.

Deconcentration of poverty and income mixing is promoted by a policy that provides for bringing higher income tenants into lower income developments and lower income tenants into higher income developments.

Applicability of Deconcentration of Poverty and Income Mixing Requirements
The requirements apply to general occupancy, family public housing developments excluding (1) public housing developments operated by a PHA with fewer than 100 public housing units; (2) Public housing developments operated by a PHA which consist of only elderly persons or persons with disabilities, or both; (3) developments which consist of only one general occupancy, family public housing development; (4) developments approved for demolition or for conversion to tenant-based assistance; and (5) developments which include public housing units operated in accordance with a HUD-approved mixed-finance plan using HOPE VI or public housing funds awarded before the effective date of the rule.

Fair Housing Requirements
All admission and occupancy policies for public housing and Section 8 tenant-based housing programs must comply with Fair Housing Act requirements and with regulations to affirmatively further fair housing. The PHA may not impose any specific income or racial quotas for any development or developments.

1) Nondiscrimination. A PHA must carry out its PHA Plan in conformity with the nondiscrimination requirements in Federal civil rights laws, including title VI of the Civil Rights Act of 1964 and the Fair Housing Act. A PHA cannot assign persons to a particular section of a community or to a development or building based on race, color, religion, sex, disability, familial status or national origin for purposes of segregating populations (Sec. 1.4(b)(1)(ii) of this title).

2) Affirmatively Furthering Fair Housing. PHA policies that govern eligibility, selection and admissions under its PHA Plan should be designed to reduce racial and national origin concentrations. Any affirmative steps or incentives a PHA plans to take must be stated in the admission policy.

What Are the Public Housing Agency Plans?

Types of plans. There are two public housing agency plans. They are:

1) The 5-Year Plan (the 5-Year Plan) that a public housing agency (PHA) must submit to HUD once every five PHA fiscal years. The 5-Year Plan covers the five PHA fiscal years immediately following the date on which the 5-Year Plan is due to HUD; and

2) The Annual Plan (Annual Plan) that the PHA must submit to HUD for each fiscal year immediately following the date on which the Annual Plan is due to HUD and for which the PHA receives:

When must a PHA submit the plans to HUD?

1) 5-Year Plan.

   a. The first PHA fiscal year covered by the requirements of this part as amended on December 22, 2000, is the PHA fiscal year that began October 2001. The first 5-Year Plan submitted by a PHA was for the 5-year period beginning October 1, 2001 (or the start of the PHA's fiscal year).

   b. For all PHAs, the first 5-Year Plans are due 75 days before the commencement of their fiscal year.

   c. For all PHAs, after submission of their first 5-Year Plan, all subsequent 5-Year Plans must be submitted once every 5 PHA fiscal years, no later than 75 days before the commencement of the PHA's fiscal year.

   d. PHAs may choose to update their 5-Year Plans every year as good management practice and must update their 5-Year Plans that were submitted for PHA fiscal years beginning before October 1, 2001, to comply with the requirements of this part as amended on December 22, 2000, at the time they submit their next Annual Plan for fiscal years beginning on or after October 1, 2001. PHAs must explain any substantial deviation from their 5-Year Plans in their Annual Plans. (Substantial deviation is determined by the PHA in accordance with criteria provided by the PHA in its Annual Plan in accordance with Sec. 903.7(r).)

2) The Annual Plan.

   a. The first PHA fiscal year that is covered by the requirements of this part as amended on December 22, 2000 is the PHA fiscal year that begins October 1, 2001.

   b. For all PHAs, the first Annual Plans are due 75 days before the commencement of their fiscal year.

   c. For all PHAs, after submission of the first Annual Plan, all subsequent Annual Plans will be due no later than 75 days before the commencement of their fiscal year.

<u>What information must a PHA provide in the 5-Year Plan?</u>

1) A PHA must include in its 5-Year Plan a statement of:

   a. The PHA's mission for serving the needs of low-income, very low-income and extremely low-income families in the PHA's jurisdiction; and

   b. The PHA's goals and objectives that enable the PHA to serve the needs of the families identified in the PHA's Annual Plan. For HUD, the PHA and the public to better measure the success of the PHA in meeting its goals and objectives, the PHA must adopt quantifiable goals and objectives for serving those needs wherever possible.

   c. After submitting its first 5-Year Plan, a PHA in its succeeding 5-Year Plans, must address:

      - The PHA's mission, goals and objectives for the next 5 years; and

      - The progress the PHA has made in meeting the goals and objectives described in the PHA's previous 5-Year Plan.

<u>What information must a PHA provide in the Annual Plan?</u>

1) A statement of housing needs.
2) A statement of the PHA's deconcentration and other policies that govern eligibility, selection, and admissions.

3) A statement of financial resources.
4) A statement of the PHA's rent determination policies.
5) A statement of the PHA's operation and management.
6) A statement of the PHA grievance procedures.
7) A statement of capital improvements needed.
8) A statement of any demolition and/or disposition.
9) A statement of the public housing developments designated as housing for elderly families or families with disabilities or elderly families and families with disabilities.
10) A statement of the conversion of public housing to tenant-based assistance.
11) A statement of homeownership programs administered by the PHA.
12) A statement of the PHA's community service and self-sufficiency programs.
13) A statement of the PHA's safety and crime prevention measures.
14) A statement of the PHA's policies and rules regarding ownership of pets in public housing.
15) Civil rights certification.
16) Recent results of PHA's fiscal year audit.
17) A statement of asset management.
18) Additional information.
    - For all Annual Plans following submission of the first Annual Plan, a PHA must include a brief statement of the PHA's progress in meeting the mission and goals described in the 5-Year Plan.
    - A PHA must identify the basic criteria the PHA will use for determining a substantial deviation from its 5-Year Plan and a significant amendment or modification to its 5-Year Plan and Annual Plan.
    - Any additional information requested by HUD. HUD will advise the PHA or PHAs of this additional information through advance notice.

<u>What is a Resident Advisory Board and what is its role in the development of the Annual Plan?</u>

1) A Resident Advisory Board refers to a board or boards whose membership consists of individuals who adequately reflect and represent the residents assisted by the PHA.

    a. The role of the Resident Advisory Board (or Resident Advisory Boards) is to assist and make recommendations regarding the development of the PHA plan, and any significant amendment or modification to the PHA plan.

b. The PHA shall allocate reasonable resources to assure the effective functioning of Resident Advisory Boards. Reasonable resources for the Resident Advisory Boards must provide reasonable means for them to become informed on programs covered by the PHA Plan, to communicate in writing and by telephone with assisted families and hold meetings with those families, and to access information regarding covered programs on the Internet, taking into account the size and resources of the PHA.

2) Each PHA must establish one or more Resident Advisory Boards, as provided below.

a. If a jurisdiction-wide resident council exists that complies with the tenant participation regulations in part 964 of this title, the PHA shall appoint the jurisdiction-wide resident council or the council's representatives as the Resident Advisory Board. If the PHA makes such appointment, the members of the jurisdiction-wide resident council or the council's representatives shall be added or another Resident Advisory Board formed to provide for reasonable representation of families receiving tenant-based assistance.

b. If a jurisdiction-wide resident council does not exist but resident councils exist that comply with the tenant participation regulations, the PHA shall appoint such resident councils or their representatives to serve on one or more Resident Advisory Boards. If the PHA makes such appointment, the PHA may require that the resident councils choose a limited number of representatives.

c. Where the PHA has a tenant-based assistance program of significant size (where tenant-based assistance is 20% or more of assisted households), the PHA shall assure that the Resident Advisory Board (or Boards) has reasonable representation of families receiving tenant-based assistance and that a reasonable process is undertaken to choose this representation.

d. Where or to the extent that resident councils that comply with the tenant participation regulations do not exist, the PHA shall appoint Resident Advisory Boards or Board members as needed to adequately reflect and represent the interests of residents of such developments; provided that the PHA shall provide reasonable notice to such residents and urge that they form resident councils with the tenant participation regulations.

3) The PHA must consider the recommendations of the Resident Advisory Board or Boards in preparing the final Annual Plan, and any significant amendment or modification to the Annual Plan.

   a. In submitting the final plan to HUD for approval, or any significant amendment or modification to the plan to HUD for approval, the PHA must include a copy of the recommendations made by the Resident Advisory Board or Boards and a description of the manner in which the PHA addressed these recommendations.

   b. Notwithstanding the 75-day limitation on HUD review, in response to a written request from a Resident Advisory Board claiming that the PHA failed to provide adequate notice and opportunity for comment, HUD may make a finding of good cause during the required time period and require the PHA to remedy the failure before final approval of the plan.

<u>What is the process for obtaining public comment on the plans?</u>

1) The PHA's Board of Commissioners or similar governing body must conduct a public hearing to discuss the PHA plan (either the 5-Year Plan and/or Annual Plan, as applicable) and invite public comment on the plan(s). The hearing must be conducted at a location that is convenient to the residents served by the PHA.

2) Not later than 45 days before the public hearing is to take place, the PHA must:

   a. Make the proposed PHA plan(s), the required attachments and documents related to the plans, and all information relevant to the public hearing to be conducted, available for inspection by the public at the principal office of the PHA during normal business hours; and

   b. Publish a notice informing the public that the information is available for review and inspection, and that a public hearing will take place on the plan, and the date, time and location of the hearing.

3) PHAs shall conduct reasonable outreach activities to encourage broad public participation in the PHA plans.

<u>When is the 5-Year Plan or Annual Plan ready for submission to HUD?</u>

A PHA may adopt its 5-Year Plan or its Annual Plan and submit the plan to HUD for approval only after:

1) The PHA has conducted the public hearing.

2) The PHA has considered all public comments received on the plan.

3) The PHA has made any changes to the plan, based on comments, after consultation with the Resident Advisory Board or other resident organization.

SECTION ELEVEN
COMMUNITY SERVICE and SELF-SUFFICIENCY REQUIREMENTS

On Wednesday, March 29, 2000, the Department of Housing and Urban Development (HUD) finalized the ruling on changes to the Admission and Continued Occupancy Requirements in the Public Housing and Section 8 Housing Assistance Programs. Section 512 of the revised Quality Housing and Work Responsibility Act of 1998, which itself amended Section 12 of the Housing Act of 1937, established these new requirements. Simply stated, this new law requires that all non-exempt residents of public housing contribute eight (8) hours of community service each month. This community service work is not a service for which a resident is paid; it is strictly volunteer work.

This new initiative is one which promises to become a rewarding, valuable, and beneficial contribution to the overall quality of life within the Public Housing. Additionally, community service offers public housing residents an opportunity to contribute to the greater community that supports them.

DEFINITIONS: THE HEART OF THE MATTER

What is Community Service? The performance of voluntary work or duties that are a public benefit, and that serve to improve the quality of life, enhance resident self-sufficiency, or increase resident self-responsibility in the community. Community service is not an employment and may not include political activities.

Who can be an exempt individual?:

An adult who:

- is 62 years of age or older;
- is a blind or disabled individual, as defined under the Social Security Act and who certyifies that because of this disability she or he is unable to comply with the service provisions (not an automatic exemption);
- is a primary caretaker of such disabled individual;
- is engaged in work activities (minimum 8 hrs. per month) (varies per state);

- meets requirements for being exempt from having to engage in a work activity under the State program funded under the Social Security Act; or

- is a member of a family receiving assistance, benefits or services under a State program funded under the Social Security Act, including a State administered welfare-to-work program, and has not been found by the State or other administering entity to be in noncompliance with such a program.

COMMUNITY SERVICE REQUIREMENTS

This section refers to the obligation of each adult resident, to perform community service or participate in an economic self-sufficiency program.

General Requirements: Each non-exempt adult resident of public housing must:

- contribute 8 hours per month of community service; or

- participate in an economic self-sufficiency program for 8 hours per month; or

- a combination of the activities described above.

Examples of activities and locations where community service can be performed:

- volunteer services in local schools, day-care centers, hospitals, nursing homes, youth or senior organizations, recreation centers, etc.;

- self-improvement activities such as GED classes, computer training, or other educational activities;

- resident council/associations special projects;

- assisting with on-site programs such as: computer training, drug elimination projects, youth tutorial programs, etc.

Examples of activities and locations where community service should not be performed:

- The PHA may not substitute community service or self-sufficiency activities performed by residents for work ordinarily performed by PHA employees such as maintenance and property services;

- The PHA may not replace a job at any location where residents perform activities to satisfy the service requirement;

- Any conditions that would be considered hazardous;

- Any political activities.

ADMINISTRATION OF SERVICE REQUIREMENTS

The PHA has a local policy for the administration of the community service requirements that answer the following questions:

Who?
Where?
When?
How?

Who? The PHA determines:

- Which family members are subject to to exempt from the service requirement;

- The process for determining any changes to exempt or non-exempt status of family members.

Where? The PHA may decide to:

- Administer qualifying community service or economic self-sufficiency activities directly;

- Administer qualified community services or economic self-sufficiency through a contractor; or

- Partnerships with qualified organizations, including residents organizations, community agencies, or institutions.

When? The PHA must:

- verify family compliance with service requirements, annually at least thirty (30) days before the end of the twelve (12) month lease term of such compliance;

- receive signed certification from the family on behalf of the third-party, if qualifying activities are administered by an organization other than the PHA;

- retain this type of documentation in the participant's file.

How? The PHA must:

- give the family a written description of the service requirement;

- provide the process for claiming status as an exempt person;

- notify the family of its determination identifying the family members who are subject to the service requirement, and the family members who are exempt persons.

ASSURING RESIDENT COMPLIANCE

Non-Compliant Resident

If the PHA determines that there is a family member who is required to fulfill a community service requirement, but who has violated this family obligation (non-compliant resident) the PHA must notify the tenant of this determination by providing:

- a brief statement describing the non-compliance;

- a statement that the PHA will not renew the lease at the end of the twelve (12) month lease term; unless the tenant, and any other non-compliant resident enter into a written agreement with the PHA, in the form and manner required by the PHA.

Violation of Community Service Requirement

If the tenant or another family member has violated the community service requirement, the PHA may not renew the lease upon expiration of the term unless:

- the tenant and any other non-compliant resident, enter into a written agreement with the PHA, to cure such non-compliance by completing the additional hours of community service actively needed to make up the total number of hours required over the twelve (12) month term of the new lease,

- all other members of the family who are subject to the community service requirements are currently complying with the service requirement or are no longer a resident of the unit.

The Role of the Resident Council

The Resident Council may play multiple roles in assisting residents in meeting this requirement. The specific roles should be agreed upon by the PHA and the Resident Council(s).

Some PHA's count service on the Resident Council toward required community service time. Other Resident Council's may sponsor activities, such as child care, literacy programs, bingo, etc., which the PHA will accept toward fulfillment of the CS requirement.

In many agencies, the resident councils assume responsibility for tracking resident's CS time. When the Resident Council's accept this role, residents may perceive the requirement to be more beneficial than punitive. The Resident Council role should be agreed upon by both you and your PHA.

SECTION TWELVE
RESIDENT SERVICES AND SATISFACTION

§ 902.50 Resident service and satisfaction assessment.

(a) Objective. The objective of the Resident Service and Satisfaction Indicator is to measure the level of resident satisfaction. The assessment will be performed through the use of a resident service and satisfaction survey. The survey process will be managed by the PHA in accordance with a methodology prescribed by HUD. The PHA will be responsible for maintaining original copies of completed survey data, subject to independent audit, and for developing a follow-up plan to address issues resulting from the survey.

§ 902.53 Resident service and satisfaction scoring and thresholds.

(a) Scoring. Under the PHAS Indicator #4, REAC will calculate a score based upon two components that receive points and a third component that is a threshold requirement. One component will be the point score of the survey results. The survey content will focus on resident evaluation of the overall living conditions, to include basic constructs such as: maintenance and repair (i.e., work order response); communications (i.e., perceived effectiveness); safety (i.e., perception of personal security); services (i.e., recreation and personal programs); and neighborhood appearance. The second component will be a point score based on the level of implementation and follow-up or corrective actions based on the level of implementation and follow-up or corrective actions based on the results of the survey. The final component, which is not scored for points, but which is a threshold requirement, is verification that the survey process was managed in a manner consistent with guidance provided by HUD.

The Resident Council's role in this shift in housing management is vital. The Resident Council is in a position where it can provide information to both residents and to housing management.

Information and changes can be disiminatell to residents at Resident Council meetings. Residents may more openly express concerns and desires without fear of repercussion at their local meetings than at meetings with housing staff. Resident Council leadership can summarize and pass this information on to housing management through written memos or in person.

APPENDICES

APPENDIX ONE
IDEAS FOR ACTIVITIES AND FUNDRAISING

Here is a list of ideas for resident council at all levels. But remember - the sky's the limit. It's up to you to be creative and plan the activities and the role of your council according to your community's needs and wants. Many of these activities can be fundraising activities and many can be paid for out of your council fund.

Voter registration

Free talks from professionals on such topics as:

- Money and budgets
- Job searching
- Job interviews
- Resume writing
- Child care
- Prenatal care
- Nutrition
- Exercise
- Mental Health
- Drug and alcohol dependency
- Housekeeping
- Basic home repair
- International issues
- Domestic issues
- Fire prevention
- Religion
- Literacy
- Education and higher education
- College grants and financial aid
- PHA rules
- PHA lease and eviction process
- PHA grievance procedure

Form support groups

Set up an Alcoholics Anonymous group

Set up a Narcotics Anonymous group

Arts and Crafts

Exercise classes

Midnight basketball league

Little league sports teams: softball, basketball, football

Classes in (or speeches on) African-American history and culture and women's history

Plant trees, shrubs or flowers around the development

Dances (get local disc jockey to donate time)

GED program

Literacy program

After school program for children

Tutoring programs for children (get local college students to volunteer to be tutors)

Crime watch/neighborhood block watch/resident patrols

Big Brothers/Big Sisters - to provide role models and additional positive relationships for children and young adults

Job training

“Alumni Association” - get professionals who have moved from public housing and other professionals from outside community to come into community and be <u>mentors</u> for children; match kids up with an adult according to the child’s interests (i.e., lawyers, doctors, accountants, teachers, nurses, fire fighters, police officers, managers, ministers, business owners)

Hire local police officers to patrol the community

Have signs made and put up throughout community (i.e., "no parking," name of the community, etc.)

Negotiate with local officials to get them to pay for things such as: additional security, towing abandoned cars, trimming trees, extra lighting, replacing streetlights, paving roads, upkeep of sidewalks

Foster care for children who are temporarily or permanently displaced because parent(s) is neglectful, in rehabilitation etc.

Field trips:

- zoo
- museum
- art gallery
- movies
- symphony
- picnic
- performing arts
- carnival
- arts and other festivals
- baseball game
- historical points of interest

Athletic weekend (get local college athletes - males and females - to speak to and work with the children)

Talent contest

Fashion show

Bake sale

Holiday parties (Christmas, Halloween, St. Patrick's Day, Fourth of July, etc.)

Pumpkin carve

Easter egg hunt

Senior citizen card clubs

Bingo - Please note that although your non profit group can use money in bingo, you must first apply for a license. Any <u>elderly</u> community can apply and receive a license immediately. There's a state requirement that says organizations in other than elderly communities have to be in existence for two years before a license will be issued. FOR LICENSING INFORMATION, CALL THE COUNTY TREASURER'S OFFICE.

Tureen dinners

“Senior” (citizen) prom

Bible study/prayer group

Christmas tree trimming

Hat party

Floor (or building) dinners

"Buddy, system" - elderly people who live alone pair up and help each other OR a younger person helps an older person

Strawberry Festival

Ice cream and cake festival

Birthday parties

Beauty makeovers

Quilting/sewing classes

Poetry reading

Cooperative business (i.e., small grocery store, laundromat)

Welcoming committee for new residents

Work with PHA, to screen and interview applicants

Buy things: musical instruments
furniture
books
records
VCR

Recycling program (you can get money for recycling and use it for council programs and activities)

Recycling contests, i.e., households can compete with one another and whomever sales the most recyclable materials wins a prize such as a tree or flowers to plant in their yard, a plaque, money, etc.

Have "theme" weeks or months - for example:

- "Environment Week" or "Earth Week" - clean the area, bring in speakers on environmental issues and teach how individual citizens can help the environment

- Education week

- Community history month - focus on individuals in the community and their accomplishments; change's in the community over the years; put up photographs charting the physical changes the community has undergone since it was built, etc.

Care for yards and common areas

Act as referral group for a variety of things: jobs, education, drug/alcohol abuse, domestic violence, child care, consumer services, etc.

Control/reduce vandalism

Bus trips

Foster grand parenting

Soup and sandwich luncheons

Summer meal program for kids

Book review club

Weight loss group

Fishing trips

Meet the candidates: local elected officials speak

Kite flying workshop and contest

On-site children's immunization clinic (tetanus, measles, mumps, rubella)

City Parks and Recreation playground events - on-site events for kids

"Project Learn" - in conjunction with local school district, offer on-site tutoring, testing; and GED classes for adults

Cooperate with outside social service agency to put together ongoing workshops (i.e., 7 week program on successful parenting skills for young parents)

Community day - organized games, picnic, prizes, food booths, arts and crafts, music, picnic

Outside agency sponsor clubs for boys and girls

Work with PHA to give a standard orientation to all new families (PHA lease agreement, maintenance, police and security, available social services and program, etc.)

Halloween "Haunted House"

"Love Outreach" program - arranges counseling, maternity clothes, baby clothing and furniture for new parents

"Cooperative" (co-op) - people from the public housing community and community at large donate items (portable TV, garden tools, kids furniture, grills, games, etc.) and residents pay a nominal fee to rent the items for a certain period of time

Food bank

Clothing exchange

Rummage sale

APPENDIX TWO
17 POINTS ON COMMUNICATION AND NEG0TIATION

1. Always be on time.

2. Do not negotiate with people who have no say on your issues.

3. Request meetings with management in writing.

4. Always let management know in advance the reason you want to meet and the items you'll be discussing.

5. Always be prepared.

6. Verify all of your information - know the FACTS.

7. Have questions prepared.

8. Don't approach management with hostility.

9. Always be professional in your approach and the language you use.

10. Never curse during the course of a discussion.

11. Present a couple of solutions for EVERY PROBLEM. DO NOT bring up a problem unless and <u>until</u> you have <u>solutions</u>. This gives you more credibility.

12. Be SURE of what you are negotiating. Be consistent.

13. During a meeting, both management and council should stick to the issues agreed upon in advance. New issues can be introduced at another time.

14. Follow up on decisions made at meetings.

15. Confirm agreements made with management IN WRITING.

16. Have only one or two individuals speaking for the group. Anyone else should only speak when spoken to.

17. REMEMBER: At all times you represent the entire council and resident population. Don't act on self-interest. And act and dress professionally at all times. [13]

[13] Source: Urban League, Public Housing Improvement Training Guide, Pittsburgh, 1989

APPENDIX THREE
MEETING EVALUATION

DIRECTIONS: Evaluate your general and committee meetings regularly. At first, do this evaluation after every meeting. Once you've worked out some of the problems and feel comfortable running the meetings, evaluate your progress periodically (i.e., every few months). DISCUSS the results of your evaluation with the executive committee.

CHECK ONE: ____ General Meeting ____ Committee Meeting

CHECK THE APPROPRIATE ANSWER. If you check "needs improvement," discuss suggesstions for improvement.

GOOD	NEEDS IMPROVEMENT	
_____	_____	The meeting was results oriented.
_____	_____	We acted like a team – we didn't fight.
_____	_____	We discussed issues.
_____	_____	The meeting wasn't dominated by one person.
_____	_____	We stuck to the agenda items.
_____	_____	We didn't just discuss problems.
_____	_____	Everyone at the meeting participated.
_____	_____	The president guided the meeting well.
_____	_____	The meeting was well organized.
_____	_____	The meeting space was comfortable.
_____	_____	Committee and special project reports were well prepared and informative.
_____	_____	The meeting began and ended on time.
_____	_____	All members were on time.
_____	_____	The president (or chairperson) delegated tasks to members.

REMEMBER: PEOPLE WILL STOP COMING TO YOUR MEETINGS IF THEY'RE NOT EFFECTIVE AND NOTHING EVER GETS DONE!

APPENDIX FOUR
SELF INVENTORY OF SKILLS

<u>DIRECTIONS:</u> Read each statement and check the response which best describes your own personal experience in relation to each skill. Check ONE answer per question.

	I Have Experience	I Need Experience	I Don't Have Experience
Ability to motivate others to get involved and stay active. (Area is MOTIVATION)	_____	_____	_____
Exhibit clarity in expressing my thoughts. (Area – ORAL COMMUNICATION)	_____	_____	_____
Ability to listen in an alert and understanding way. (Area – LISTENING)	_____	_____	_____
Ability to handle and resolve conflicts in a group. (Area – MEDIATOR and LEADERSHIP SKILLS)	_____	_____	_____
Ability to arrange work into logical sequence and handle details (Area – ORGANIZE)	_____	_____	_____
Willingness to assign jobs to group members and supervise their work. (Areas – DELEGATION and ADMINISTRATION)	_____	_____	_____
Ability to diagnose group progress, problems and my ability as a leader. (Area – EVALUATION)	_____	_____	_____

SUGESSTION: In the areas in which you need practice or have no experience, we suggest that you either: (1) go to the library and read information on your "weak" areas; (2) ask the resident coordinator at HUD for some guidance in these areas; or (3) arrange training in these areas, i.e., from an outside agency.[14]

[14] Source: American Red Cross

APPENDIX FIVE
SELF INVENTORY OF QUALITIES

DIRECTIONS: Read each statement and check YES or NO, depending on the qualities that apply to you. Please evaluate yourself honestly. The executive committee may wish to do the inventory as a group. The quality which applies to the situation is indicated in parenthesis.

	YES	NO
I am able to change plans when better ideas evolve or an emergency occurs. (This means you're FLEXIBLE.)	_____	_____
I have an awareness of the feelings of others. (SENSITIVE)	_____	_____
I am frank and open with group members. (HONESTY)	_____	_____
I handle group members sensitively and with tact. (DIPLOMATIC)	_____	_____
I am modest about achievements and conscious of my faults. (HUMBLE)	_____	_____
I think creatively in groups. (CREATIVE)	_____	_____
I have the ability to make decisions carefully, quickly and follow through with them (DECISIVE)	_____	_____
I am reliable in carrying out duties and promises. (RESPONSIBLE)	_____	_____
I act without deceit or pretense. (SINCERE)	_____	_____

SUMMARY: Go back to the "NO" column and circle one or two qualifies you would like to develop further. Then either read information in this area or identify relevant training to strengthen these very important qualities.[15]

[15] Source: American Red Cross

APPENDIX SIX
CHECKLIST ON EFFECTIVE COMMUNICATION

Check yourself for identification of some of your "communication practices." Concentrate on these areas in which you need to improve.[16]

In my own communication I find myself:	Most of the time	Some of the time	Need to improve
1. Saying what I really think rather than what is "acceptable."	_____	_____	_____
2. Checking what the other person has said before evaluating.	_____	_____	_____
3. Listening for the other person's point of view before replying.	_____	_____	_____
4. Making it possible for others to tell me different ideas.	_____	_____	_____
5. Assuming that what is clear to me may not be clear to the receiver.	_____	_____	_____
6. Being influenced by a persuasive speaker because of appearance, manner or voice.	_____	_____	_____
7. Thinking in stereotypes.	_____	_____	_____
8. Making up my mind on the basis of the first impression.	_____	_____	_____
9. Getting annoyed with others because they do not seem to understand what I am saying.	_____	_____	_____

[16] Source: American Red Cross

APPENDIX SEVEN
EFFECTIVE LISTENING SKILLS

Effective communication requires the ability to LISTEN to other people. This listening process focuses on the other person (the speaker) and puts the listener in an attentive role (paying attention to what the speaker is saying). For the listener, this process involves:

A. Hearing accurately what the other is communicating.

B. Understanding what the other is feeling.

C. Accepting the other's feelings.

GOOD LISTENING SKILLS INVOLVE THREE PRIMARY AREAS. THE EFFECTIVE LISTENER MUST:

1. Set a climate of understanding and support.

   - Pay careful attention to the speaker.
   - Establish good eye contact with the speaker.
   - Allow time for the speaker to talk; no interruption.
   - Use "door openers" – i.e., "Tell me about it…"
   - Use "I hear you" responses such as: head nods, "uh-huh," "I see," "really?"

2. Avoid premature judgment

   - Become aware of your preconceived ideas – don't block the person out because you've already made a judgment.
   - Try to see the meaning in the speaker's message.
   - Put yourself in the speaker's shoes; try to see it from the speaker's point of view.

3. Test for accurate comprehension of what was said.

   - Restate the message given.
   - Check all levels of feedback, including body language.[17]

[17] Source: American Red Cross

APPENDIX EIGHT
SECTION 3 RULE

Section 3 Policy

It is the policy of the Congress and the purpose of Section 3 Policy to ensure that the employment and other economic opportunities generated by Federal financial assistance for housing and community development will, to the ***greatest extent feasible***, be directed toward low and very low-income persons, particularly those who are recipients of government assistance for housing.

Section 3 Intent

The intent of Section 3 is to provide Job Training, Employment and Contracting Opportunities for Low-Income Persons.

Each year the U. S. Department of Housing and Urban Development (HUD) awards billions of dollars in grants to State and local government agencies, housing authorities, and nonprofit and for-profit housing providers. These funds are usually targeted to households and neighborhoods with the most pressing needs for assistance. In addition to aiding the homeless, creating new affordable housing opportunities, improving existing housing conditions and fostering community development, HUD funds can have a tremendous economic impact on those low-income areas they serve.

Regulations implementing Section 3 of the Housing and Urban Development Act of 1968 require recipients of HUD funds and the contractors they employ to help ensure that the economic opportunity generated by these HUD funds are provided to local low-income residents and the businesses that serve them “to the maximum extent feasible.”

Section 3 History

In the mid-1960s, the Kerner Commission called for legislation that would stimulate jobs and business opportunities for residents of assisted housing in distressed urban areas. The result was Section 3 of the Housing and Urban Development Act of 1968. Section 3 lay almost dormant until the civil disturbances that erupted in Los Angeles in 1992 focused renewed public attention on the same persistent problems that had inspired the Kerner Commission a quarter of a century earlier, including the discrimination and disinvestment that isolate low-income, predominantly minority neighborhood and leave them socially and economically devastated.

The Housing and Community Act of 1992

This legislation overhauled Section 3, substantially strengthening it and removing much of the ambiguity that had crippled the original statute. These changes, implemented by the interim rule of June 30, 1994, clarify the types of HUD financial assistance, activities, and recipients that are subject to Section 3 requirements, specifically identify the intended beneficiaries of the economic opportunities generated by HUD-funded activities, and establish clear priorities for targeting these opportunities among Section 3 residents and businesses. HUD has also moved vigorously to promote awareness of and compliance with Section 3.

Economic Opportunity for Low-Income Families

Despite these significant revisions to Section 3, the basic intent of the law remains unchanged: to harness the economic power of HUD investments in housing and community development and expand economic opportunity for low-income families in the neighborhood where they live. The principle that animates Section 3 is simple. HUD-funded activities represent one of the largest sources of economic activity in many distressed areas, employing an estimated 36,000 low-income people in 1994. The economic benefit to these areas multiplies to the extent that HUD's investment circulates throughout the neighborhood economy--as wages to area residents, as contracts to the businesses owned by or employ them, and as sales for others in the neighborhood from which these residents buy goods ands services.

HUD has projected that implementing the new Section 3 rule will double the number of jobs generated by covered projects to at least 72,000. The benefit to low-income communities in terms of expanded local economic activity is clear. However, Section 3 promotes revitalization on several other levels as well. By directing economic opportunity to low-income persons, it helps more families move toward economic empowerment and self-sufficiency. Section 3 also represents one positive step toward reversing the discrimination and disinvestment that have destabilized many low-income neighborhoods. Training and employment opportunities generated by Section 3 covered activities also help develop the skills and capacities of the local workforce, setting the stage for long-term economic growth.

Section 3 is a vital component of HUD's comprehensive agenda for fostering community revitalization. To the extent that recipients of HUD funds work actively and creatively to promote job training, employment, and business opportunities for low-income families and their employers, Section 3 will contribute to realizing HUD's goal of creating communities of opportunity for all Americans.

REPORTS

Certain HUD reports contain data that may be used in monitoring performance under Section 3.

Form HUD-60002 - Economic Opportunities for Low- and Very Low-Income Persons in Connection with Assisted Projects.

This form is to be used to report annual accomplishments regarding employment, training and contracting opportunities provided to low- and very low-income persons under Section 3 of the Housing and Urban Development of 1968. A recipient of Section 3 covered assistance is required to submit two copies of this report to the local HUD Field Office.

Where the program providing assistance requires an annual performance report, this Section 3 report is to be submitted with the program performance report.

Where an annual performance is not required, this Section 3 report must be submitted by **January 10** and, if the project ends before December 31, within 10 days of project completion.

Only Prime Recipients are required to reported to HUD. The report must include accomplishments all recipients and their Section covered contractors and subcontractors.

Since most PHAs are Prime Recipients, they will all be expected to submit this document by January 10, 1996, ***along with a narrative citing accomplishments of all recipients and their Section 3 covered contractors and subcontractors.***

If the recipient is receiving CDBG funds, these reports may also include, but not be limited to:

- Form HUD 40013A - the CDBG Finding Summary Sheet records findings resulting from in-house or on-site monitoring.

- Form HUD 40013 - The CDBG Annual Performance Summary. Includes information gathered both in-house and on-site throughout the year. Funding recommendations and decisions regarding the grant for the next year are based on these determinations.

- Form (WH-347) - the Contractor's Payroll Certification Form used by contractors to report employment data on construction projects.

SECTION 3 PREFERENCES - RESIDENTS AND BUSINESSES

Section 3 fosters economic opportunity ***for low- and very low-income persons and for the businesses they own or that employ them***. These preferences apply specifically to residents and businesses.

Section 3 Residents

Section 3(b)(2) of the 1937 Act (42 U.S.C. 1437 a(b)(2)) defines ***low-income and very low-income*** to mean families (including single persons) whose ***incomes do not exceed 80 percent and 50 percent of the median for the area*** with adjustments for construction costs or unusually high- or low-income families.

Even among Section 3 residents, ***certain groups may receive a higher priority*** for training and employment opportunities than others, depending on the type of HUD-funded activity involved.

In public and Indian housing projects, for example, the ***highest priority*** is given to ***residents of the housing development receiving assistance***, followed by residents of other housing developments managed by the same housing authority. Similarly, opportunities arising in connection with other housing and community development projects are first targeted to low-income residents living the project's service area or neighborhood.

If the projects receives funding under the ***Stewart B. McKinney Homeless Assistance Act***, homeless people living in the service area or neighborhood of the awarded project ***receive priority before other Section 3 residents.***

These preferences should help recipients and contractors target their outreach and recruitment efforts. However, it is important to emphasize once again that, ***notwithstanding these preferences, Section 3 does not require employment of persons who do not meet the qualifications of the available position***.

Section 3 Business

Section 3 also requires recipients of HUD funding, to the greatest extent feasible, to award contracts to businesses that contribute to the economic advancement of low- or very low-income persons.

Section 3 business concerns are defined as those that meet at least one of the following conditions:

- ❖ Majority ownership is held by Section 3 residents.
- ❖ At least 30 percent of the employees are Section 3 residents or were within the first 3 years of their employment.
- ❖ More than 25 percent of their work is subcontracted to businesses that meet either of the first two conditions.

Businesses may receive ***higher priority*** for contracts on public and Indian projects if the Section 3 residents who allow them to qualify as Section 3 business concerns are ***residents of the public housing development where the work will occur, or of another development managed by that housing authority***.

They may be entitled to priority for housing and community development contracts if their Section 3 residents live the neighborhood or service area of the covered project.

APPENDIX NINE
CAPITAL FUND PROGRAM

Objectives: The Capital fund Program provides funds, annually, to Public Housing Agencies (PHAs) for capital and management activities, including modernization and development of public housing.

ELIGIBILITY

Applicant Eligibility: The PHA must demonstrate that it has the legal authority to develop, own, modernize and operate a public housing development in accordance with the 1937 Act.

Beneficiary Eligibility: Low-income public housing residents.

Credentials/Documentation: PHAs must submit the following documents with their PHA Plan which includes a component for the Capital Fund Program: Form HUD-50075, PHA Certification of Compliance with the PHA Plan and Related Regulations; State or Local Certification of Consistency with the Consolidated Plan; Form HUD-5070, Certification of a Drug-Free Workplace; Form HUD-50071, Certification of Payments to Influence Federal Transactions; and Standard Form SF-LLL and SF-LLLa, Disclosure of Lobbying Activities (where applicable).

APPLICATION AND AWARD PROCESS:

Pre-application Coordination: PHAs consult with local government officials and PHA residents as they plan for activities to be included in the CFP. This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review.

Application Procedure: PHAs annually submit a PHA Plan to the local HUD Field Offices (FO) that consolidates information submitted by the PHA for various HUD programs into one document. The CFP is one component of the Plan.

Award Procedure: The FO reviews and approves the PHA Plan which includes information relative to the CFP.

Deadlines: PHAs must submit a PHA Plan to the FO 75 days in advance of the PHA's Fiscal Year.

Range of Approval/Disapproval Time: The FO must notify the PHA within 75 days after the PHA submits the Plan of disapproval. If the PHA is not notified of disapproval within 75 days, the Plan shall be considered approved.

Appeals: To be determined through the rule making process.

Range and Average of Financial Assistance: In Federal Fiscal Year (FFY) 2000, the range of funding for grants provided for capital improvements was $9,290 to 411,079,501. The average grant was about $870,392.

PROGRAM ACCOMPLISHMENTS:

Section 519 of the Quality and Work Responsibility Act of 1998 authorized the CFP beginning in fiscal year 2000. A rule was published in the Federal Register on March 16, 2000, on the formula allocation process. A proposed rule for comment and a final rule on CFP implementation will be published in the Federal Register later this fiscal year. In FY 00, $2,858,391,700 was made available for 3,166 PHAs.

INFO CONTACTS:

Regional or Local Office: Inquiries should be addressed to the Public Housing Director of the appropriate Field Office that has jurisdiction over the PHA.

Length and Time Phasing of Assistance: The statute requires that CFP funds allocated to a PHA be fully obligated within 2 years and expended in 4 years unless the Secretary extends the time period.

Uses and Use Restrictions: The funds may be used for the development, financing and modernization of public housing developments and for management improvements. The funds may not be used for luxury improvements; direct social services; cost funded by other HUD programs; and ineligible activities as determined by HUD on a case-by-case basis.

POST ASSISTANCE REQUIREMENTS:

Reports: To be determined through the rulemaking process.

Audits: The CFP is audited in conjunction with the regular HUD or independent public accountant audit of PHA operations.

Records: The PHA must maintain budgets and cumulative cost records for review by HUD and independent auditors, as applicable.

APPENDIX TEN
GRANT WRITING FUNDAMENTALS

DEVELOPING A GRANT PROPOSAL

Preparation

A successful grant proposal is one that is well prepared, thoughtfully planned, and concisely packaged. The potential applicant should become familiar with all of the pertinent program criteria related to the Catalog program from which assistance is sought. Refer to the information contact person listed in the Catalog program description before developing a proposal to obtain information such as whether funding is available, when applicable deadlines occur, and the process used by the grantor agency for accepting applications. Applicants should remember that the basic requirements, application forms, information, and procedures vary with the Federal agency making the grant award.

Individuals without prior grant proposal writing experience may find it useful to attend a craftsmanship workshop. A workshop can amplify the basic information presented here. Applicants interested in additional readings on craftsmanship and proposal development should consult the references listed at the end of this section and explore other library resources.

INITIAL PROPOSAL DEVELOPMENT

Developing Ideas for the Proposal

When developing an idea for a proposal it is important to determine if the idea has been considered in the applicant's locality or State. A careful check should be made with legislators and area government agencies and related public and private agencies which may currently have grant awards or contracts to do similar work. If a similar program already exists, the applicant may need to reconsider submitting the proposed project, particularly if duplication of effort is perceived. If significant differences or improvements in the proposed project's goals can be clearly established, it may be worthwhile to pursue Federal assistance.

Community Support

Community support for most proposals is essential. Once proposal summary is developed, look for individuals or groups representing academic, political, professional, and lay organizations that may be willing to support the proposal in writing. The type and caliber of community support is critical in the initial and subsequent review phases. Numerous letters of support can be persuasive to a grantor agency. Do not overlook support from local government agencies and public officials. Letters of endorsement detailing exact areas of project sanction and commitment are often requested as part of a proposal to a Federal agency. Several months may be required to develop letters of endorsement since something of value (e.g., buildings, staff, services) is sometimes negotiated between the parties involved.

Many agencies require, in writing, affiliation agreements (a mutual agreement to share services between agencies) and building space commitments prior to either grant approval or award. A useful method of generating community support may be to hold meetings with the top decision-makers in the community who would be concerned with the subject matter of the proposal. The forum for discussion may include a query into the merits of the proposal, development of a contract of support for the proposal, to generate data in support of the proposal, or development of a strategy to create proposal support from a large number of community groups.

Identification of a Funding Resource

A review of the Objectives and Uses and Use Restrictions sections of the Catalog program description can point out which programs might provide funding for an idea. Do not overlook the related programs as potential resources. Both the applicant and the grantor agency should have the same interests, intentions, and needs, if a proposal is to be considered an acceptable candidate for finding.

Once a potential grantor agency is identified, call the contact telephone number identified in Information Contacts and ask for a grant application kit. Later, get to know some of the grantor agency personnel. Ask for suggestions, criticisms, and advice about the proposed project. In many cases, the more agency personnel know about the proposal, the better the chance of support and of an eventual favorable decision. Sometimes it is useful to send the proposal summary to a specific agency official in a separate cover letter, and ask for review and comment at the earliest possible convenience. Always check with the Federal agency to determine its preference if this approach is under consideration. If the review is unfavorable and differences cannot be resolved, ask the examining agency (official) to suggest another department or agency which may be interested in the proposal. A personal visit to the agency's regional office or headquarters is also important. A visit not only establishes face-to-face contact, but also may bring out some essential details about the proposal or help secure literature and references from the agency's library.

Federal agencies are required to report funding information as funds are approved, increased, or decreased among projects within a given State depending on the type of required reporting. Also, consider reviewing the Federal Budget for the current and budget fiscal years to determine proposed dollar amounts for particular budget functions.

The applicant should carefully study the eligibility requirements for each Federal program under consideration (see the Applicant Eligibility section of the Catalog program description). The applicant may learn that he or she is required to provide services otherwise unintended such as a service to particular client groups, or involvement of specific institutions. It may necessitate the modification of the original concept in order for the project to be eligible for funding. Questions about eligibility should be discussed with the appropriate program officer.

Deadlines for submitting applications are often not negotiable. They are usually associated with strict timetables for agency review. Some programs have more than one application deadline during the fiscal year. Applicants should plan proposal development around the established deadlines.

Getting Organized to Write the Proposal

Throughout the proposal writing stage keep a notebook handy to write down ideas. Periodically, try to connect ideas by reviewing the notebook. Never throw away written ideas during the grant writing stage. Maintain a file labeled "Ideas" or by some other convenient title and review the ideas from time to time. The file should be easily accessible. The gathering of documents such as articles of incorporation, tax exemption certificates, and bylaws should be completed, if possible, before the writing begins.

REVIEW

Criticism

At some point, perhaps after the first or second draft is completed, seek out a neutral third party to review the proposal working draft for continuity, clarity, and reasoning. Ask for constructive criticism at this point, rather than wait for the Federal grantor agency to volunteer this information during the review cycle. For example, has the writer made unsupported assumptions or used jargon or excessive language in the proposal?

Signature
Most proposals are made to institutions rather than individuals. Often signatures of chief administrative officials are required. Check to make sure they are included in the proposal where appropriate.

Neatness
Proposals should be typed, collated, copied, and packaged correctly and neatly (according to agency instructions, if any). Each package should be inspected to ensure uniformity from cover to cover. Binding may require either clamps or hard covers. Check with the Federal agency to determine its preference. A neat, organized, and attractive proposal package can leave a positive impression with the reader about the proposal contents.

Mailing
A cover letter should always accompany a proposal. Standard U.S. Postal Service requirements apply unless otherwise indicated by the Federal agency. Make sure there is time for the proposals to reach their destinations. Otherwise, special arrangements may be necessary. Always coordinate such arrangements with the Federal grantor agency project office (the agency which will ultimately have the responsibility for the project), the grant office (the agency which will coordinate the grant review), and the contract office (the agency responsible for disbursement and grant award notices), if necessary.

WRITING THE GRANT PROPOSAL

The Basic Components of a Proposal
There are eight basic components to creating a solid proposal package:

1. The proposal summary;
2. Introduction of organization;
3. The problem statement (or needs assessment);
4. Project objectives;
5. Project methods or design;
6. Project evaluation;
7. Future funding; and

8. The project budget.

The following will provide an overview of these components.

The Proposal Summary: Outline of Project Goals

The proposal summary outlines the proposed project and should appear at the beginning of the proposal. It could be in the form of a cover letter or a separate page, but should definitely be brief — no longer than two or three paragraphs. The summary would be most useful if it were prepared after the proposal has been developed in order to encompass all the key summary points necessary to communicate the objectives of the project. It is this document that becomes the cornerstone of your proposal, and the initial impression it gives will be critical to the success of your venture. In many cases, the summary will be the first part of the proposal package seen by agency officials and very possibly could be the only part of the package that is carefully reviewed before the decision is made to consider the project any further.

The applicant must select a fundable project that can be supported in view of the local need. Alternatives, in the absence of Federal support, should be pointed out. The influence of the project both during and after the project period should be explained. The consequences of the project as a result of funding should be highlighted.

Introduction: Presenting a Credible Applicant or Organization

The applicant should gather data about its organization from all available sources. Most proposals require a description of an applicant's organization to describe its past and present operations. Some features to consider are:

- A brief biography of board members and key staff members.
- The organization's goals, philosophy, track record with other grantors, and any success stories.
- The data should be relevant to the goals of the Federal grantor agency and should establish the applicant's credibility.

The Problem Statement: Staffing the Purpose at Hand

The problem statement (or needs assessment) is a key element of a proposal that makes a clear, concise, and well supported statement of the problem to be addressed. The best way to collect information about the problem is to conduct and document both a formal and informal needs assessment for a program in the target or service area.

The information provided should be both factual and directly related to the problem addressed by the proposal. Areas to document are:

- The purpose for developing the proposal.
- The beneficiaries — who are they and how will they benefit.
- The social and economic costs to be affected.
- The nature of the problem (provide as much hard evidence as possible).
- How the applicant organization came to realize the problem exists and what is currently being done about the problem.
- The remaining alternatives available when funding has been exhausted. Explain what will happen to the project and the impending implications.
- Most importantly, the specific manner through which problems might be solved. Review the resources needed, considering how they will be used and to what end.

There is a considerable body of literature on the exact assessment techniques to be used. Any local, regional, or State government planning office, or local university offering course work in planning and evaluation techniques should be able to provide excellent background references. Types of data that may be collected include: historical, geographic, quantitative, factual, statistical, and philosophical information, as well as studies completed by colleges, and literature searches from public or university libraries. Local colleges or universities that have a department or section related to the proposal topic may help determine if there is interest in developing a student or faculty project to conduct a needs assessment. It may be helpful to include examples of the findings for highlighting in the proposal.

Project Objectives: Goals and Desired Outcome

Program objectives refer to specific activities in a proposal. It is necessary to identify all objectives related to the goals to be reached and the methods to be employed to achieve the stated objectives. Consider quantities or things measurable and refer to a problem statement and the outcome of proposed activities when developing a well stated objective. The figures used should be verifiable. Remember, if the proposal is funded, the stated objectives will probably be used to evaluate program progress, so be realistic. There is literature available to help identify and write program objectives.

Program Method and Program Design: A Plan of Action

The program design refers to how the project is expected to work and solve the stated problem. Sketch out the following:

1. The activities to occur along with the related resources and staff needed to operate the project (inputs).
2. A flow chart of the organizational features of the project. Describe how the parts interrelate, where personnel will be needed, and what they are expected to do. Identify the kinds of facilities, transportation, and support services required (throughputs).

3. Explain what will be achieved through 1 and 2 above (outputs); i.e., plan for measurable results. Project staff may be required to produce evidence of program performance through an examination of stated objectives during either a site visit by the Federal grantor agency and or grant reviews which may involve peer review committees.

4. It may be useful to devise a diagram of the program design. For example draw a three-column block. Each column is headed by one of the parts (inputs, throughputs, and outputs), and on the left (next to the first column) specific program features should be identified (i.e., implementation, staffing, procurement, and systems development). In the grid, specify something about the program design, for example, assume the first column is labeled inputs, and the first row is labeled staff. On the grid, one might specify under inputs five nurses to operate a child care unit. The throughput might be to maintain charts, counsel the children, and set up a daily routine; outputs might be to discharge 25 healthy children per week. This type of procedure will help to conceptualize both the scope and detail of the project.

5. Wherever possible, justify in the narrative the course of action taken. The most economical method should be used that does not compromise or sacrifice project quality. The financial expenses associated with performance of the project will later become points of negotiation with the Federal program staff. If everything is not carefully justified in writing in the proposal, after negotiation with the Federal grantor agencies, the approved project may resemble less of the original concept. Carefully consider the pressures of the proposed implementation, that is, the time and money needed to acquire each part of the plan. A Program Evaluation and Review Technique (PERT) chart could be useful and supportive in justifying some proposals.

6. Highlight the innovative features of the proposal which could be could be considered distinct from other proposals under consideration.

7. Whenever possible, use appendices to provide details, supplementary data, references, and information requiring in-depth analysis. These types of data, although supportive of the proposal, if included in the body of the design, could detract from its readability. Appendices provide the proposal reader with immediate access to details if and when clarification of an idea, sequence, or conclusion is required. Time tables, work plans, schedules, activities, methodologies, legal papers, personal vitae, letters of support, and endorsements are examples of appendices.

Evaluation: Product and Process Analysis
The evaluation component is two-fold: (1) product evaluation; and (2) process evaluation. Product evaluation addresses results that can be attributed to the project, as well as the extent to which the project has satisfied its desired objectives. Process evaluation addresses how the project was conducted, in terms of consistency with the stated plan of action and the effectiveness of the various activities, within the plan.

Most Federal agencies now require some form of program evaluation among grantees. The requirements of the proposed project should be explored carefully. Evaluations may be conducted by an internal staff member, an evaluation firm or both. The applicant should state the amount of time needed to evaluate, how the feedback will be distributed among the proposed staff, and a schedule for review and comment for this type of communication. Evaluation designs may start at the beginning, middle, or end of a project, but the applicant should specify a start-up time. It is practical to submit an evaluation design at the start of a project for two reasons:

- Convincing evaluations require the collection of appropriate data before and during program operations; and,
- If the evaluation design cannot be prepared at the outset, then a critical review of the program design may be advisable.

Even if the evaluation design has to be revised as the project progresses, it is much easier and cheaper to modify a good design. If the problem is not well defined and carefully analyzed for cause and effect relationships, then a good evaluation design may be difficult to achieve. Sometimes a pilot study is needed to begin the identification of facts and relationships. Often a thorough literature search may be sufficient.

Evaluation requires both coordination and agreement among program decision-makers (if known). Above all, the Federal grantor agency's requirements should be highlighted in the evaluation design. Also, Federal grantor agencies may require specific evaluation techniques such as designated data formats (an existing information collection system) or they may offer financial inducements for voluntary participation in a national evaluation study. The applicant should ask specifically about these points. Also, consult the Criteria For Selecting Proposals section of the Catalog program description to determine the exact evaluation methods to be required for the program if funded.

Future Funding: Long-Term Project Planning
Describe a plan for continuation beyond the grant period, and/or the availability of other resources necessary to implement the grant. Discuss maintenance and future program funding if program is for construction activity. Account for other needed expenditures if program includes purchase of equipment.

The Proposal Budget: Planning the Budget
Funding levels in Federal assistance programs change yearly. It is useful to review the appropriations over the past several years to try to project future funding levels (see Financial Information section of the Catalog program description).

However, it is safer never to anticipate that the income from the grant will be the sole support for the project. This consideration should be given to the overall budget requirements, and in particular, to budget line items most subject to inflationary pressures. Restraint is important in determining inflationary cost projections (avoid padding budget line items), but attempt to anticipate possible future increases.

Some vulnerable budget areas are: utilities, rental of buildings and equipment, salary increases, food, telephones, insurance, and transportation. Budget adjustments are sometimes made after the grant award, but this can be a lengthy process. Be certain that implementation, continuation, and phase-down costs can be met. Consider costs associated with leases, evaluation systems, hard/soft match requirements, audits, development, implementation, and maintenance of information and accounting systems, and other long-term financial commitments.

A well prepared budget justifies all expenses and is consistent with the proposal narrative. Some areas in need of an evaluation for consistency are:

1. The salaries in the proposal in relation to those of the applicant organization should be similar;
2. If new staff persons are being hired, additional space and equipment should be considered, as necessary;
3. If the budget calls for an equipment purchase, it should be the type allowed by the grantor agency;
4. If additional space is rented, the increase in insurance should be supported;
5. If an indirect cost rate applies to the proposal, the division between direct and indirect costs should not be in conflict, and the aggregate budget totals should refer directly to the approved formula; and
6. If matching costs are required, the contributions to the matching fund should be taken out of the budget unless otherwise specified in the application instructions.

It is very important to become familiar with Govemment-wide circular requirements. The Catalog identifies in the program description section (as information is provided from the agencies) the particular circulars applicable to a Federal program, and summarizes coordination of Executive Order 12372, "Intergovernmental Review of Programs" requirements in Appendix I. The applicant should thoroughly review the appropriate circulars since they are essential in determining items such as cost principles and conforming with Government guidelines for Federal domestic assistance.

APPENDIX ELEVEN
MEMORANDUM OF UNDERSTANDING

MEMORANDUM OF UNDERSTANDING
BY AND BETWEEN
THE HOUSING AUTHORITY OF THE CITY OF _(City)_, _(State)_
AND _(City)_ RESIDENT COUNCIL

This Agreement is made this day, by and between The Housing Authority of the City of ___________________________ (hereinafter referred to as the "____HA"), and the ____________________ Resident Council (hereinafter referred to as the "___HARC")."

NOW THEREFORE, in consideration of the premises, as well as the obligations made and undertaken, the parties hereto mutually agree as follows:

1.0 General Provisions

1.1 Statement of Intent - It is the intention of ___HA and ___HARC, through this Memorandum of Understanding ("MOU"), to form a partnership to promote resident participation and the active involvement of residents in ___HA's overall mission and operation as it applies to the public housing developments.

2.0 Resident Council Roles and Responsibilities

2.1 When requested, provide appropriate guidance to residents to assist them in establishing and maintaining a resident council.

2.2 Consult with the resident council to determine the extent to which residents desire to participate in activities involving their community.

2.3 Provide current information concerning any policies on tenant participation in management.

2.4 If requested, and if the space is available, provide office space and meeting facilities, free of charge.

2.5 If requested, make reasonable efforts to provide meeting and other space for approved activities.

2.6 Subject to the provisions of § 3.1 below and all applicable legal requirements, ___HA shall not recognize a competing __HARC once a duly elected resident council has been established.

2.7 Use reasonable means to ensure open communication and frequent meetings between __HA management and __HARC and shall encourage the formation of joint __HA management-resident committees to work on issues and planning.

2.8 To the extent reasonably possible, ___HA, in collaboration with ___HARC, shall assume the lead role for assuring maximum opportunities for skills training for public housing residents. To the extent possible, the training resources shall be local to ensure maximum benefit and on-going access.

2.9 To the extent reasonably possible, actively involve the residents in decision-making process.

2.10 To the extent reasonably possible, ___HA shall provide technical support and assistance to ___HARC as it conducts fundraising events, implements programs and/or prepares and submits grant applications, including, but not limited to, any applications funded under the Tenant Opportunities Program.

3.0 Resident Council Roles and Responsibilities

3.1 The resident council represents to ___HA that the resident council has complied with all applicable legal requirements in order to entitle it to receive official recognition as a duly elected resident council for the residents of Wellston public housing developments, including, without limitation, the provisions of 24 CFR § 964.115 and 964.130, and the resident council agrees that at all times during the period covered by this MOU, ___HARC will remain in compliance with all of said legal requirements.

In reliance upon said representation and so long as ___HARC complies with proper procedures as required by 24 CFR§ 964.11, ___HA agrees to recognize ___HARC as the sole representative of the residents it purports to represent and support its resident participation activities; provided, however, that such recognition is subject to being withdrawn or suspended if any of said representations are determined by ___HA to have been false in any material respect or if ___HARC fails to remain in compliance with said legal requirements. Any such determination by ___HA will be subject to the grievance procedure set forth in Section 6.1 below.

3.2 ___HARC agrees to provide ___HA, upon ___HA 's request, with documentation and other evidence that ___HARC has complied with all applicable legal requirements as set forth in § 3.1 above.

3.3 ___HARC shall consist of persons residing in public housing and shall hold frequent meetings with residents to ensure that residents have input, are aware, and are actively involved in ___HA management-resident council decisions and activities. ___HA representatives will be permitted to attend such meetings if they so desire.

3.4 ___HARC must adopt written procedures such as bylaws or a constitution that provides for the election of residents to the governing board by the voting membership of the residents residing in Wellston public housing developments on a regular basis but at least once every three years. The written procedures must provide for the recall of the resident board by the voting membership. These provisions shall allow for a petition or other expression of the voting membership's desire for a recall election, and set the number of percentage of voting membership ("threshold") who must be in agreement in order to hold a recall election. This threshold shall not be less than 10 percent of the voting membership.

3.5 ___HARC must have a democratically elected governing board that is elected by the voting membership. At a minimum, the governing board should consist of five elected board members.

3.6 ___HARC must account to ___HA for the use of The Department of Housing and Urban Development (HUD) funds and permit ___HA to inspect and audit ___HARC 's financial records with reasonable notice. ___HARC agrees to establish a bookkeeping system that protects and secures the funds of its organization. ___HARC further agrees to spend its funds in accordance with its bylaws and in full compliance with all applicable HUD and ___HA procurement policies when ___HA funds are involved.

3.7 ___HARC agrees to make reasonable efforts to improve the quality of life and resident satisfaction at the public housing developments and to participate in self-help initiatives to enable residents to create a positive environment for families living in said development.

3.8 ___HARC agrees to comply with all provisions of 24 CFR § 964.130 pertaining to election procedures and standards and agrees to provide __HA, at ___HA's request, with evidence that it has complied with said election procedures and standards.

3.8.1 In the event that ___HA or any other interested party contends that ___HARC has failed to follow HUD minimum standards in the resident council's election process, such party must first notify the resident council in writing of its contention and the basis thereof. If within 15 days after such written notice ___HARC has not, in the opinion of such interested party, taken sufficient steps to rectify the alleged problem, the interested party may within 15 days thereafter notify ___HARC in writing that it is taking an appeal with respect to the alleged failure. Any such appeal shall be submitted for resolution by binding arbitration to the chairperson of the Board of Commissioners and shall be decided by such chairperson or by a person designated by such chairperson to resolve the matter.

4.0 Regular Meetings

4.1 ___HA and ___HARC agree to hold regularly scheduled meetings, which may also include any jurisdiction-wide resident council, to discuss problems, plan activities, and review progress.

5.0 Funding

5.1 ___HA and ___HARC agree to work diligently to enter into a written funding agreement which will comply with all applicable legal requirements including, but not limited to 24 CFR □ 964.150. In that regard, ___HARC agrees to submit to ___HA, at the earliest practicable time, a budget to be included as a part of said funding agreement as required by 24 CFR □ 964.150 (b) (3). Said funding agreement shall also contain assurances that all expenditures of ___HARC will not contravene provisions of law and will promote serviceability, efficiency, economy, and stability in the operation of the local development. The funding agreement will also require ___HARC to account to ___HA for the use of the funds and will permit ___HA to inspect and audit ___HARC's financial records related to the funding agreement. It is further agreed that with respect to funds to be provided pursuant to said funding agreement, ___HA and ___HARC shall collaborate and be a signatory on how the funds will be distributed for tenant participation activities pursuant to the provisions of 24 CFR □ 150 (a) (3). If disputes regarding funding decisions between ___HA and the resident council arise, the same shall be referred for mediation to the HUD State Office in Fort Worth as provided by applicable requirements.

6.0 Grievances

6.1 In the event that either party to this MOU asserts that a grievable issue exists, the grievance party shall deliver a written notice (Grievance Statement) to the other party specifying the nature of the grievable issue and requesting a meeting to attempt resolution. If no resolution is reached within thirty (30) days after delivery of the Grievance Statement, the matter may be forwarded to the HUD State Office in Fort Worth for mediation.

6.2 Any written notices pursuant to this MOU shall be submitted to ___HARC by hand delivery or United States

Mail at the following address: __*(City)*__ Resident Council, c/o ___President_________________ *(City, State)*.
Any said notices to ___HA shall be submitted by hand delivery or the United States Mail to the executive director at ________*(Address, City & State)*_____.

7.0 Rules of Interpretation

7.1 This MOU shall be interpreted in accordance with and governed by applicable federal laws and regulations as well as any applicable laws of the State of Texas.

7.2 Any amendment to this MOU, executed by a written instrument executed by the parties to this agreement, shall have the same force and effect upon ___HA and ___HARC as does this MOU.

7.3 The titles of several sections of this MOU are intended for convenience of reference only, and shall be disregarded in construing or interpreting any of the provisions of this MOU. The words "herein" and "hereto" and words of similar import, without reference to any particular section or subdivision, refer to this MOU as a whole rather than to any particular section or subdivision of this MOU.

8.0 Entire Agreement

8.1 This MOU supersedes any previous oral or written agreements made between the parties hereto. This MOU and any exhibits attached hereto constitute the entire MOU between the parties hereto with respect to the subject matter hereof and this MOU may be amended or modified only by a written instrument executed by the parties hereto. Both parties acknowledge that this MOU shall not be amended, modified, or revised except in written form and with signatures of authorized representatives of each.

9.0 Severability

9.1 If any section, subsection, clause or provision of this MOU, including any exhibits, as applied to either party or to any circumstance, is adjudged by a court to be void or unenforceable, the same shall in no way affect any other provision of this MOU or the validity or enforceability of this MOU.

10.0 Agreement Period

10.1 This agreement shall be effective as of _____________ and shall remain in effect for a period of three (3) years.

In witness whereof, the parties have caused this Memorandum of Understanding to be duly executed as of the _____ day of ________________________, ________.

THE HOUSING AUTHORITY OF THE CITY OF *(City)*, *(State)*

By:____________________________

Its:____________________________

____

RESIDENT COUNCIL

By: __________________________

Its:____________________________

APPENDIX TWELVE
THE PARLIAMENTARY PROCEDURE

APPENDIX THIRTEEN
SAMPLE BY-LAWS OF A RESIDENT COUNCIL

BY-LAWS OF ______________________________RESIDENT COUNCIL

ARTICLE I: NAME

The name of the Council shall be ________________Resident Council. It shall be composed of the residents (the "Membership") and an elected Board (the "Board"). [OPTIONAL: It is a not-for-profit organization constituted and established under the laws of the State of ____________________. The address of the Council is ______________________.]

ARTICLE II: PURPOSE

The purpose of the Council is to improve the quality of life for the residents of the property. The Council shall be empowered to represent all residents on:

1. Issues and problems generally affecting them and their community.
2. Activities that improve the quality of life; promote education, economic stability, and recreational opportunities for them; as well as those that increase property beautification; and improved relationships with management.

ARTICLE III: MEMBERSHIP

All Heads of Households regardless of age and household members are 18 or older listed on the public housing lease, shall be members and shall have full voting rights.

ARTICLE IV: MEMBERSHIP MEETINGS

Section 1. Regular Meetings shall be held monthly on the __ day of the month, beginning at (time).

Section 2. Special Meetings may be called at any time by the Board.

Section 3. Annual Meeting shall be held on (day, month) and shall include election of Board Members.

ARTICLE V: POWERS AND RESPONSIBILITIES OF THE RESIDENT COUNCIL

Section 1. Members of the Resident Council shall:

a. Elect the Board Members.
b. Vote on these by-laws and any amendments to these by-laws.
c. Set the overall policy of the Resident Council through resolutions and motions on activities.
d. Receive reports from the Board, the secretary (who shall also keep minutes of the meeting), and all committees.
e. Receive the treasurer's report including a detailed report of all bills received and paid, and any funds received.

Section 2. Voting participation and procedure.

a. Each member shall have one vote.
b. The President of the Resident Council shall chair the membership meetings and set procedure of debate, setting time limits on speakers and number of speakers allowed to speak for and against a motion, when necessary.
c. *Robert's Rule of Order* shall be used to resolve any conflicts about procedures.

ARTICLE VI: RESIDENT COUNCIL BOARD

Section 1. Composition: The Board shall consist of __ members elected at large by the membership.

Section 2. Terms of Office:

a. The Board members shall be elected on a staggered basis for ___-year terms.
b. At the next election following by-laws adoption __ members shall be elected. The President, Vice-President, Secretary, and Treasurer shall serve ___-year terms. __ community representatives shall each serve one-year terms.
c. In the next annual election __ representatives shall be elected for a regular ___-year term.
d. After the initial ___ years, elections will be held every year filling the seats of the members whose terms have expired.
e. Members filling a vacancy on the Board will serve for the remainder of the unexpired term, after which the seat will be filled in an annual election for a regular term.

f. Accurate records shall be kept for all elections.

Section 3. Procedure for Nominations:

a. Nominations for the Board members shall be opened ___ days before the meetings
b. A nomination must be made in writing to the President at least ___days before the annual meeting in order to be placed on the ballot.

Section 4. Procedure for Voting: In electing Board members, each member will receive votes equal to the number of seats open. No member can cast more than one vote for any candidate. The candidates who receive the most votes will be the new Board members.

Section 5. Vacancies:

a. Any vacancy on the Board shall be filled by special election at the next regular membership meeting after the vacancy occurs, or at a special meeting called for that purpose, provided that all members receive at least five days written notice that an election will be held to fill a vacancy.
b. In the case of special elections, all nominations shall be made from the floor.
c. In the case of a vacancy of the chair, the Vice President shall assume the President's duties until an election is held to fill the vacancy on the Board. If any officer is elected to the chair, another vote shall be taken to fill the new vacancy.

Section 6. Removal of a Board Member:

a. A member of the Board who has been absent from three consecutive meetings without excuse shall automatically be removed unless a majority vote of the Board members decides otherwise.
b. A member of the Board may be removed for good cause by a 2/3 vote of all members present at a duly constituted membership meeting. The member being removed shall be entitled to a written notice stating the grounds for removal at least five days in advance of the meeting, and shall have the opportunity to be heard before the membership.

ARTICLE VII: RESIDENT COUNCIL BOARD MEETINGS

Section 1. Meetings: The Board shall meet at least once a month before the meetings of the Resident Council.

Section 2. Notice: Each Board member shall be given timely notice of each Board meeting.

Section 3. Quorum: A simple majority of the Board members shall constitute a quorum for conducting business.

Section 4. Procedure: The Board shall adopt procedures consistent with these by-laws.

Section 5. Duties: The Board shall:

a. Manage the affairs of the Resident Council between membership meetings.
b. Develop and recommend policy and programs for the Resident Council.
c. Coordinate the work of various committees for the Resident Council.
d. Report its activities at each meeting of the Resident Council.
e. Represent the Resident Council in meetings with Management and/or ownership.

ARTICLE VIII: OFFICER DUTIES

Section 1. President: Shall preside over Board and membership meetings, represent the Resident Council in all matters, appoint heads of standing and temporary committees.

Section 2. Vice-President: Shall assist the President in carrying out his/her duties, perform those duties when the President is absent, and assume those duties should the President become incapacitated or resign until new elections are held.

Section 3. Secretary/Treasurer: Shall record all minutes of Board and membership meetings, make the Board report at membership meetings, receive funds, pay bills, and report to the membership on the financial status of the Resident Council.

ARTICLE IX: COMMITTEES

The board shall establish as many committees as are needed to conduct its business. The heads of these committees shall be appointed by the President and will report activities at meetings of the Board.

ARTICLE X: BY-LAWS

Section 1. Adoption: These by-laws shall be adopted by a majority vote of the members at the first duly constituted meeting of the membership.

Section 2. Periodic review: These by-laws shall be reviewed at least once every two years by a temporary committee, which shall recommend to the Resident Council any changes that should be made.

Section 3. Amendments: Amendments to these by-laws shall be made by a majority vote of the members present at a duly constituted membership meeting, after all members have received at least five days advance notice of the changes being considered.

Section 4. Neither meetings of the Resident Council or of the Board shall be bound by *Roberts's Rules of Order* except in cases of conflict or uncertainty over interpretations or a procedural issue not covered by these by-laws.

APPENDIX FOURTEEN
SAMPLE BUDGET

RESIDENT ORGANIZATION:	**YEAR:**
	ANNUAL
INCOME	
PHA Operating Subsidy Add-on *($15 per unit per year or proration)*	$
PHA Capital Funds Program	$
Other PHA Contributions	$
Grants *(specify)*	$
Net Income from Businesses Operated by Resident Organization *(attach previous year's financial statements for each resident organization business endeavor)*	$
Resident Organization Fund Raising	$
Other *(specify)*	$
Other *(specify)*	$
Total Income	**$**
EXPENSES	
Stipends	$
Administrative *(itemize)* *Do not include office space, telephone, copier costs, paper, computers, etc provided by PHA.*	
	$
	$
	$
	$
Training Registrations/Contracts *(specify type of training and recipients)*	
Subject: *Location:* *Recipients:*	$
Subject: *Location:* *Recipients:*	$
Subject: *Location:* *Recipients:*	$
Subject: *Location:* *Recipients:*	$
Travel for Training	$
Other Travel	$
Resident Organization Supported Programs *(list each program and cost to operate)*	
	$
	$
	$
Resident Organization Meeting Expenses	$
Total Expenses	**$**
NET INCOME/LOSS FOR BUDGET YEAR	**$**

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The Arts Council Guide by Judith Strong. Other editions. Want to Read savingâ€¦ Error rating book. Refresh and try again. Rate this book. Clear rating.Â Trivia About The Arts Council No trivia or quizzes yet. Add some now Â». Company. About us. Careers. Terms. New residents guide. School programs and resources. Seniors.Â Community grants. Building Stronger Communities Grant Program. Building Stronger Communities Grants Program.Â Brisbane City Council recognises the significant contributions of community organisations in promoting and linking residents to recreation and wellbeing opportunities that positively impact the broader community. A community facility is a facility that supports community sport, recreational, cultural and social activities and in doing so, helps provide for the physical, cultural, mental and social wellbeing of the community. PDF | We implemented team building activities to build a better resident during our orientation process and we have refined the choice of activities each year since. Resident satisfaction with their team building actives provided feedback to improve the following years' experience....Â This has become a great asset in building a. strong radiology residency that works well together. References. 1. Chapman T, Chew FS.Â Accreditation Council for Graduate Medical Education Available at: âŒ©http://www.acgme.org/ What-We-Do/Accreditation/Common-Program-RequirementsâŒª. Aug 2016. Accreditation Council for Graduate Medical Education. ACGME Common Program Requirements (effective 7/1/16).