

Community Heart & Soul™

— Guided by What Matters Most —

RESOURCE



For Heart & Soul Process Phase



Forming Your Heart & Soul Team



ORTON FAMILY
FOUNDATION



ORTON FAMILY
FOUNDATION

WHAT WE BELIEVE

The Orton Family Foundation's mission is to empower people to shape the future of their communities by improving local decision-making, creating a shared sense of belonging, and ultimately strengthening the social, cultural, and economic vibrancy of each place.

We do this by assisting the residents of small cities and towns in the use of the Heart & Soul method, a barn-raising approach to community planning and development designed to increase participation in local decision

making and empower residents to shape the future of their communities in a way that upholds the unique character of each place.

CONTACT US

HEADQUARTERS

120 Graham Way, Suite 126
Shelburne, VT 05482

ROCKY MOUNTAIN OFFICE

8795 Ralston Road, Suite 100
Arvada, CO 80002

GENERAL INQUIRIES

(802) 495-0864 x201
info@orton.org

orton.org

ACKNOWLEDGMENTS

The Orton Family Foundation is a small family operating foundation that invests in practices that enhance the ability of citizens to participate in local decision-making. Our initiative, Community Heart & Soul™. Guided by What Matters Most, is a new approach to community planning and development.

The Foundation wishes to thank the many individuals, local elected and appointed officials, community volunteers, and like-minded practitioners, non-profits, foundations and business and trade organizations that have contributed in countless ways to our development of the Community Heart & Soul approach.

A special thank you to the residents, volunteers, and leaders in our partner Community Heart & Soul towns who learn with us, on the ground, to evolve the Heart & Soul method presented in this Guide. We could not possibly have done it without all of you, a community of inventive, determined people.

Finally, our deep gratitude to Lyman Orton—founder, board chair and funder of the Orton Family Foundation—for his generosity, passion and guidance. Community Heart & Soul would be a dream, not a growing reality, without his persistent belief in the regular folks who live and work in America's small towns.

Learn more about Heart & Soul at orton.org/heart-soul

Contents

Introduction	1
Design a recruitment plan	1
Structuring the team	4
Recruit team members	7
Leading the team	8
Conclusion	11
Appendix A: Sample membership application form—Gardiner, Maine	12
Appendix B: Heart & Soul team member description—Essex, Vermont	13
Appendix C: Example Heart & Soul team ground rules	14

Introduction

The thought of forming a committee probably makes you groan. Memories of endless meetings, unreasonable expectations, and dwindling participation can make potential members head for the hills.

So when recruiting people to help with a Community Heart & Soul project, don't form a committee.

Form a team: The A Team, the Action Team, Team (Your Town). You've likely been on a team at some point in your life. Perhaps you played sports growing up. Or you've been involved in local theater, the team effort where *prima donnas* and stagehands *all* must do their parts for the curtain to fall to the applause of a thrilled audience.

Is it any wonder that there's no such expression as "committee spirit"? Tap into team spirit instead.

A successful **team**, which implies active team building, is critical to any fruitful community effort. Team members provide leadership, legitimacy, skills, energy, sweat, and hours of work. They put the *local* in a local initiative, and as teammates they pull in the same direction toward concrete accomplishments.

This resource lays out key tips and strategies for building and maintaining an "A Team".

Design a recruitment plan

Think of your Heart & Soul Team as the doorway into your community. Its members are going to be the ones that help you carry out a successful process that leads to results. Its members will connect you to key organizations and people essential to ensuring community participation and ultimately ownership for the project's results. For a committee to play those roles well, it needs to represent the diversity of backgrounds and perspectives of townspeople.

Here are three ways to identify potential members:

1. Whom they represent or have access to
2. The skills and experience they offer
3. Their disposition as team members

1. Who needs to participate?

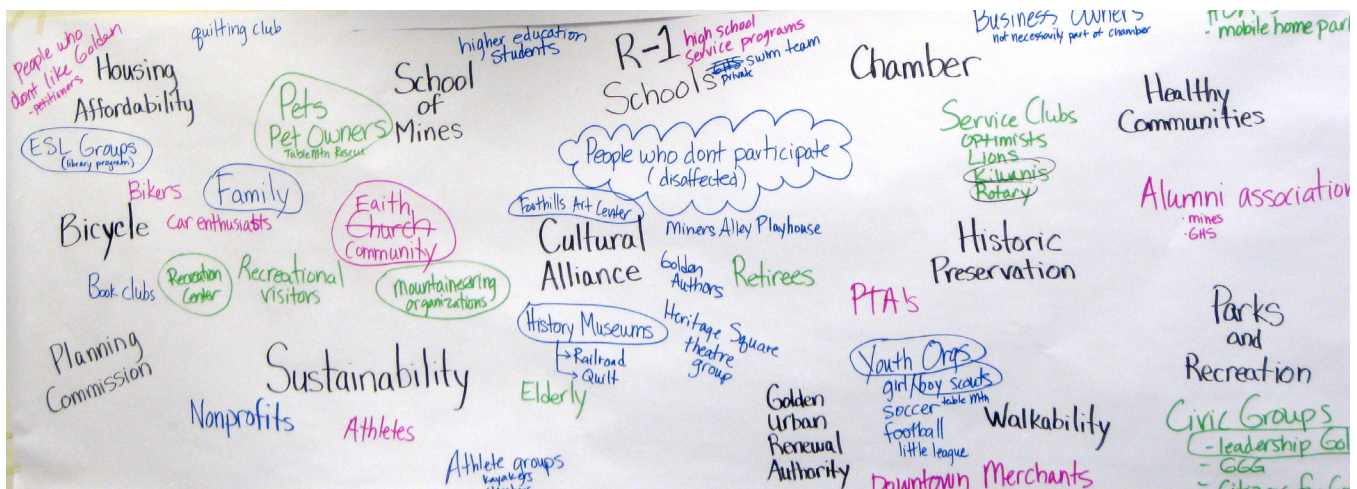
It's important for the team to represent the diversity of the community, including skeptics and groups that rarely participate. Diverse team members improve process design, increase community engagement, and instill local ownership of Heart & Soul. We strongly recommend that the initial team include at least one local elected official. [See Appendix A: Sample Membership Application form from Gardiner, Maine.]

Conducting a Community Network Analysis

Community Networks Analysis (CNA) helps you identify the different groups, neighborhoods and/or community sectors that must be engaged. It is possible that your core planning team has completed such an analysis already.

If you have, that will make this exercise easy. If you have not, **we recommend you conduct the CNA after you have recruited an initial team and use it to assess who's missing from your recruitment activities.**

For more information see Task 1.2 of the [Community Heart & Soul Field Guide](#) and the associated resource [Community Network Analysis Tool](#).



Golden, CO conducted a whiteboard version of a simple community network analysis to identify missing groups on its Heart & Soul Team.

In considering whom to recruit, explore these thematic membership questions:

- **Community Influencers:** Who needs to be on the team to lend legitimacy to the initiative? Sometimes the success of an effort requires certain community leaders to buy in early and champion the project.
- **Community Connectors:** Who can act as a liaison to a particular population that you are trying to include? A central Heart & Soul goal is to reach out to a demographically representative slice of your community as well as groups that traditionally have not participated. To find them and reach out to them, you need the advice of people who have connections into those populations.
- **Stakeholders:** Which stakeholders absolutely need to be on the team? There are unlimited stakeholder groups in every community and they cannot all be on the team, but definitely include those that may be skeptical or against the Heart & Soul effort as key early recruits.
- **Demographic Representation:** What does the team need to look like to represent the income, age, ethnicity and race, education, and neighborhood demographics of your town? This is tough to get exactly right, but will help you make specific outreach requests that get beyond the usual suspects that volunteer for community work.

- **Partners:** Who from the Heart & Soul partner organizations will be on the team? It is easy for a partner to sign a letter and say it supports a project, but it should also be part of its implementation. Often it is not the partner organization's leadership serving on the team, but a staff person who can dedicate more time.

2. What skills does your team need?

Carrying out the Heart & Soul process requires a broad range of skills, and team members need to complement each other. In recruiting new members assess what skills you already have on the core team and in your staff and work to fill the gaps. A successful Community Heart & Soul team needs the following skills:

- Communications, marketing and media experience
- Graphic design
- Technology development (websites, social media, blogs)
- Networking and building partnerships
- Community organizing
- Events planning
- Facilitation
- Public process design
- Fundraising
- Strategic thinking
- Budgeting and finance
- Specific expertise (architecture, planning, landscape design, economic development)

3. What types of work personalities do you need on your team?

Each team develops its own chemistry based on the different skills and personalities on board. We intuitively recognize different traits in people and it can be helpful to consider the mix that you are building on your team. The following, adapted from [Tom Kelley's Ten Faces of Innovation](#)¹, provides one way to think about personality types:

- **Learning personality types** help keep your team from becoming too internally focused, and reminds members not to be so smug about what they “know”. People who adopt the learning roles are humble enough to question their own worldview, and in doing so they remain open to new insights every day.

¹ Kelley describes these broad personas and more detailed roles in each on his website.

- **Organizing personality types** are savvy about the process of how the team moves ideas forward. “Organizers” don't dismiss the process of budget and resource allocation as “politics” or “red tape.”
- **Building personality types** apply insights from the effort to make things happen. People in these roles are often highly visible, so you'll often find them right at the heart of the action.

There is a lot of truth to the idiom “too many cooks spoil the broth”. Teams need to have a diverse, cohesive group of people who can contribute to monitoring the group process, overall strategy, and simply getting things done.

What does your team look like?

Strategist	Refines goals and provides input into the design of activities
Connector	Helps integrate Heart & Soul with other local efforts and works connect to and encourage residents, businesses, local organizations, and other stakeholders to participate in activities
Helping Hand	Helps staff and volunteer leaders execute activities
Communicator	Creates a communications plan and carries out educational and outreach activities
Designer	Prepares visually appealing promotion materials
Facilitator	Helps with meeting facilitation including acting as a facilitator, trainer, and/or recruiter
Event Planner	Coordinates logistics, volunteers for project events
Implementer	Takes responsibility for monitoring the implementation of objectives (potentially responsible for specific actions)
Evaluator	Provides input into evaluating success

Structuring the team

Teams function best when everyone understands the scope and purpose of the initiative, and roles, responsibilities and communication channels are clearly defined. A clear “team charter” or set of “ground rules” helps team members understand their commitment from the beginning and helps stem the membership drop-off that results when scope is unclear or roles are poorly defined.

1. Goals, authority, and scope

While details of how the Heat & Soul process might be carried out will be defined by the team, the purpose of the process, whom the team is responsible to, and the limits of its scope, must be clearly described in team ground rules *prior* to members being recruited.

2. Membership

Define how people become part of the team, for how long, and how many members the team will have. Your core group needs to think through the trade-offs between the different membership structures and what structure is best for achieving your goals.

Open versus closed membership

An *open team* structure allows members to self-select to join while an *appointed team* structure designates members by an official body, such as the City Council or a non-profit organization. There are pros and cons to both. An open membership team can experience higher turnover, while appointed members may feel more responsibility to participate regularly for their membership term. Open teams can be perceived as more grassroots and inclusive while appointed ones have the potential to become political. What is best for your team structure depends on the context in your community. For example, if people have perceived previous stakeholder processes as being dominated by certain groups, then a more open process may be beneficial to generating trust in the team members and the process.

Membership terms

Volunteers will want to know how long they are committing to the project. Whether your team is open or appointed it is helpful to request that people make a set time commitment. Consider the different roles people will play and determine membership terms based on the variety of skill sets you need. For example, you may want core team members to make a two-year commitment while subcommittee membership can be activity specific. For the sake of continuity, stagger membership terms so that all of your teammates don't turn over at one time. Even in a two-year process, it's likely that some group will continue on to ensure implementation of recommendations.

3. Size

There's no perfect number for your team. Many towns have found that conversations can be highly participatory and productive with groups of up to 12 people, but that they often need to have more team members to ensure they are being inclusive of the diverse perspectives and skills essential to success. With skilled leadership and facilitators, no team is too big to have productive meetings and get things done, so let your needs for representation, inclusiveness, and relationship building drive team size more than fear of having more than the traditional 12- 15-member team

4. Partner roles and responsibilities

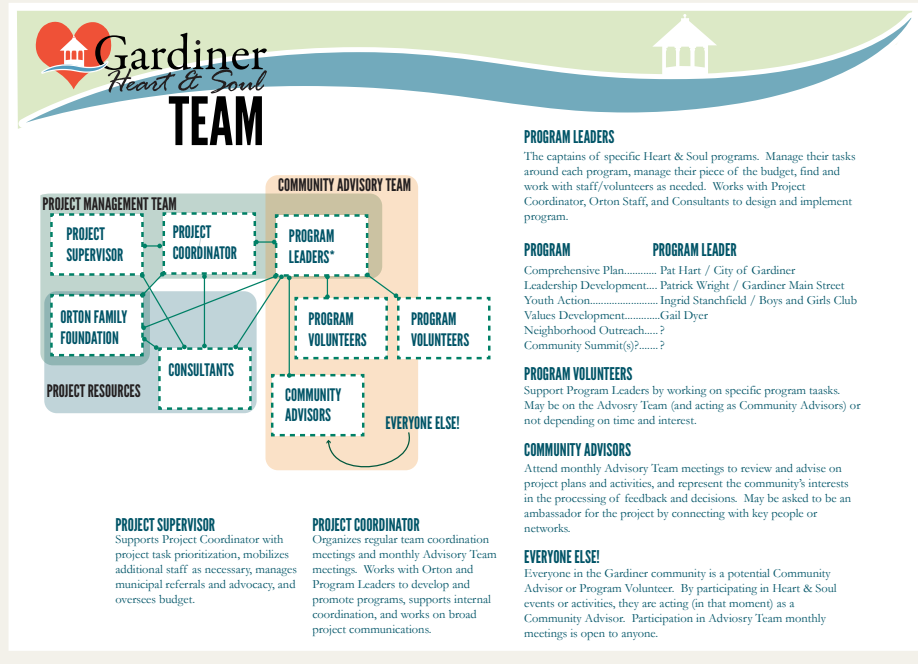
Community Heart & Soul projects are by nature very collaborative, so clearly defining roles and responsibilities for team leadership is essential.

Community Heart & Soul coordinator

The role of the coordinator(s), his/her leadership authority, and to whom he/she is responsible, must be defined in the project structure. That may vary based on your circumstances. For example, coordinators may be the overall lead and have decision-making authority or may play a more facilitative role, helping the team make decisions. In some instances co-coordinators are the best answer.

Gardiner, ME Team Chart

Gardiner's Heart & Soul Team created a useful organizational chart of its leadership structure and roles and responsibilities for all those involved, meaning everyone.



Relationship with partners, municipal staff and officials

Consider carefully how organization partners, municipal staff and elected officials will engage with the team. If they are on the team, which we strongly recommend, clearly define their roles and authority if it is different than other team members.

If they are not on the team, it is very important to keep them in the loop about activities and progress. Think through and make clear commitments on how the Heart & Soul Team will regularly communicate with these groups. This can be achieved by creating a liaison position; for example, an elected official commits to attending all meetings and keeps his/her fellow officials informed of initiatives and progress. Or designate a team member to attend board or council meetings.

5. Team roles and responsibilities

Steering committee

One way to combine wider representation with effective leadership, continuity and the ability to advance the process, is to try a steering committee model wherein a smaller leadership group of 5 to 7 members is given more authority to make decisions, and which can commit the time to meet more regularly than a larger group might. Such steering committees must constantly earn the trust of the larger team and be accountable to it.

Balancing between broad representation and effective leadership to keep the process moving is always challenging. Be prepared to redress imbalances in either direction.

Committee chairs

It can be helpful to have a chair, or co-chairs, to run the meetings. Ideally, co-chairs bring different perspectives to the team and build credibility by balancing differing views and sharing facilitation of meetings. They may also help set meeting agendas and play a role as Heart & Soul spokespeople.

Meeting recorders

If you are not using a professional facilitator, you will want to appoint a secretary (or scribe) to take notes of meetings or to share note-taking responsibilities meeting-to-meeting. Provide a meeting summary template to improve consistency in the quality of minutes produced. Ideally, one member will surface who enjoys the task and excels at it. Encourage note takers to record the high spots only and focus on meeting results: next steps or actions, whom is responsible for them, and when completion is expected. It can also be important to capture discussions that summarize areas of agreement and disagreement. Make all minutes accessible to the community, online or posted elsewhere. This helps make your process transparent and sets the right example.

Action teams or subcommittees

The Community Heart & Soul process offers plenty of opportunities for team members and other volunteers to participate. Don't expect everyone to do everything; match people's interests and skills up with your needs. Subcommittees or issue-specific action teams can be a great way to engage people with particular expertise or who are interested in only one element of the work, and who may not want to commit to the full responsibility of a core team member. Action teams also provide a way to engage more people if you are concerned with having too large a core team.

Heart & Soul subcommittees often include groups for communications, storytelling, community outreach and events, and diversity and inclusion. It also can be valuable to form ad hoc teams to address specific issues or opportunities that arise. Be sure that subcommittees or teams are task oriented, with clearly defined goals, leadership, expectations, and responsibilities tied to a timeline. Assuming such clarity, the subcommittee can be given full responsibility for an undertaking and not feel compelled to ask for guidance or require micro-management.

6. Decision making

The core team will have to decide how it makes decisions. Some groups operate meetings using [Robert's Rules of Order](#), where the default decision-making structure is majority rules. Other groups find consensus-based decisions to be more productive.

Sometimes a team gets hung up on a particular issue or finds itself revisiting a previous decision. Avoid this by having a decision-making process in place and by documenting what, when and why decisions are made. For instance, make it clear on agendas when a decision needs to be made or actions to be taken and why and then make sure the meeting facilitator helps guide the group toward a decision point.

7. Working with the media

Early on, decide how and who reaches out to local media: local and regional newspapers, radio, TV, online news, or popular blogs. The press can play an essential role in getting the word out about your initiative and helping to inform the wider community. The team will need to decide whether its meetings are open to the public and press; this is usually required if the group is subject to open meetings laws. Besides, Community Heart & Soul is all about encouraging more transparent government, so keeping meetings open is preferable.

Next, decide who speaks for the team and its efforts. Are all members free to speak to the press? Are certain members or staff the official spokespeople? We recommend that a team member or two with an interest or experience in publicity and working with the media be given the lead in this arena, and even become the team's spokesperson(s). Consistent communication is so important to success that looking for residents with this interest or experience to serve on the team from the get-go can be truly beneficial.

Can't we just piggyback on an existing group?

It may be attractive to use an existing committee to guide your work. The structure is already in place so it takes less time to get moving. Also, there may be an existing committee whose role aligns with your goals.

If you go this direction, consider ways to include new people either as members or as advisors to the group.

A new committee can have advantages too. It can distinguish itself from past efforts more easily and newcomers may be more inclined to join since it won't have the baggage that often comes with existing groups. A new group, even if it still has some of the same ten people, can offer a way to take a fresh look at old issues by changing the underlying structures of how the group functions (leadership, facilitation, roles of the team).

8. Communication

Clarity around how the team receives and shares information is important to creating trust, useful dialogue, and honest communication among team members. Set clear expectations for when the team will receive agendas, pre-meeting materials, and meeting summaries as well as how they can bring forward ideas or concerns. While these may seem obvious, small things like not giving team members enough time to read a meeting packet, not sending out agendas until the night before the meeting, or someone proposing an idea that never gets discussed can erode team spirit and dissolve trust in the leadership.

9. Resolving conflicts and grievances

Even though you've set up all the processes and structure to create a great team, members still are likely to have issues. Without a formal way for people to voice their concerns, you might find they simply drop off and you don't know why they left. Think about having someone on the team designated to be the "fixer" who understands people well, is thoughtful about group process, and can become a confidant to whom volunteers can voice concerns. It often is not worth confronting leaders who may get defensive about their leadership style. Volunteers are valuable and you want to keep them; make it clear from the outset that there is a structured way to resolve differences.

Recruit team members

1. Be clear about commitments

Potential team members are going to want to know what they're signing up to do—scope, time, and responsibilities. Write descriptions for the different positions you seek; generalist, communication team, or steering committee. Include the approximate number of hours each position will require of a volunteer and how long they need to commit. This will greatly help efforts to sign people up for the team! [See Appendix B: sample Heart & Soul Team Member Description, Essex, Vermont]

2. Market the opportunity

Whether recruiting for an open or appointed team structure, it is well known that people are more likely to join if they are asked by someone they know, the work connects to something they are already personally in-

terested in, and it is clear how their time will positively benefit the community. You need to appeal to emotions as much as you need to be able to state the project's goals. Get to know people as you are recruiting them. Consider a team member application that asks:

- Why are you interested in serving on this team?
- What interests, skills, background do you bring that you think would be of value to this effort?
- What constraints do you have on your ability to attend meetings or participate?
- Do you have any substantive conflicts of interest?

Leading the team

Unlike being a project manager in a professional setting, collaborative community efforts are more akin to being a volunteer manager and mentor. To sustain the team over multiple years requires skilled leadership, attention to group dynamics, and lots and lots of coaching.

1. Running effective meetings

We're all busy so it's critical that you use your team's time efficiently and for members to enjoy participating. Make the most of every meeting by sticking to your agenda, starting and ending on time, and making meetings fun.

We all have war stories about endless meetings that yielded meager results or meetings where participants wound up arguing about an issue without a way to move forward. Unproductive meetings can suck the energy out of the best intentions. Here are some simple steps toward ensuring a well-run meeting:

Facilitation skills

A good facilitator or moderator is the key to well-run meetings. This could be a committee member, staff or an outside consultant. This person must have meeting facilitation experience or receive facilitation training. A good facilitator listens actively (words, body language, tone, what's said and unsaid), serves as a neutral guide,

listens for agreement and disagreement, makes sure all members have opportunities to contribute, helps the group think about issues in new ways, and keeps the meeting on track and on time.

Ground rules

Establish meeting and team member behavior ground rules. Offer some simple ones that your committee can then modify to fit their particular situation. Make sure that all members consistently follow them. [See Appendix C, sample Heart & Soul Team Ground Rules]

Agendas

Set clear, manageable agendas for every meeting, noting the goals of each agenda item and approximate time devoted to it. For example clearly identify what is an exploratory discussion, decisions to be made, or other expected results. Make sure to distribute agendas one week before meetings. If your committee is subject to open meetings laws, make sure to follow your state/town's guidelines for posting the date, time, agenda, and materials.

Meeting summaries

Take concise notes of each meeting highlighting decisions and next steps. Make sure you note who is responsible for taking next steps and by when



Biddeford, ME created a wall where staff post the process timeline and other information to help committee members and others stay up to date.

they agreed to do so. Circulate summaries to team members within four working days or earlier if necessary to meet deadlines.

Scheduling

It's impossible to find a meeting time that works for everyone, but it's important to try. Set a regular day and time for meetings, allowing members to plan for those dates, and avoiding wasted time trying to schedule meetings from month to month. Besides, being transparent requires that you meet at regular intervals so that interested residents can attend your meetings whenever they wish. Tools like [Doodle](#) allow committee members to indicate the best days and times to schedule regular meetings.

Use time wisely

Think through what decisions and activities staff can take responsibility for and when it's most productive and strategic to add an issue to a meeting agenda.

Host meetings

Understand the importance of "hosting" meetings, not just holding them. Rather than meeting every two weeks in the same old fluorescent-lit stuffy room, find a place in town that is more inviting and comfortable. Or offer a light meal or snack at every meeting. A few gestures of this sort can go a long way to making hard-working volunteers feel appreciated and valued and not just at moments of triumph, but on the long, winding road toward accomplishments.

The team is a microcosm of your community; as such it offers an ideal modeling opportunity for the Community Heart & Soul program. Structure meetings and communications to demonstrate the characteristics you'd like to see (transparent, collaborative, creative, fun). Use the team as a testing ground for new methods and tools you want to try out in the community.

Is your meeting heaven or hell?

Consider asking people to brainstorm the characteristics of meetings that they've liked (heaven) and meetings that they've disliked (hell). From this list you can help your team set some meeting best practices and clarify expectations.

2. Foster two-way communication

Clear, regular communication is vital whether working with team members from the get-go or introducing new members to your Heart & Soul Team. Make sure you have a way to easily share materials with all members so they can stay up-to-date, and think about how to integrate new members into the committee.

Here are a few suggestions:

- Ask team members what ways work best to share materials and then use those channels
- Post all team materials to a project website
- Create a team listserv or email list and send regular updates
- Have a plan for folks who may prefer phone or snail mail.

3. Build team mojo



Victor, ID team members participating in a storytelling training.

Everyone wants their team to be high functioning and aligned with the project's goals. This is typically easier said than done unless you take steps to build strong team spirit and cohesion.

Conduct an orientation

Teams frequently are so task oriented that they pay little attention early on to their bigger purpose or understanding how to work together. The antidote: Start off by offering an orientation to the process and include creative activities to help build trust and understanding among team members. For example, try out some

storytelling methods that you are considering for your community engagement activities to provide people a chance to get to know each other, as well as to better understand what the process aims to accomplish.

Build team capacity

Too often we rely on staff or outside consultants to run the show, which leaves a community dependent on others for skills that could be sourced or developed locally. Consider ways to build capacity among team members and volunteers that match their existing skills and interests. Many Community [Heart & Soul demonstration towns](#) conducted trainings for skills related to project activities and tools, such as facilitation, community organizing, media outreach, and cultural awareness, to name a few.

Be a facilitator, not a director

Everyone's got their own opinions and ideas so it's important to create a safe space where they can express them without fear. Create an environment where people feel comfortable sharing and are respectful of others' perspectives. No idea is bad. Respond to ideas positively: "Yes, and..." rather than "Yes, but...". Encourage the use of "I" statements so that opinions are conveyed as opinions and not facts or widely accepted truths. Speaking up can be scary at first, but you build a culture of confidence in your team by giving value to all ideas and perspectives.

Manage team dynamics

Most new teams follow a regular development cycle and process, as shown in the chart below. Be aware of these stages and conduct appropriate interventions to keep the team progressing forward. If you don't, it may spiral downward, wasting time and energy. [Learn more about these group dynamics online.](#)

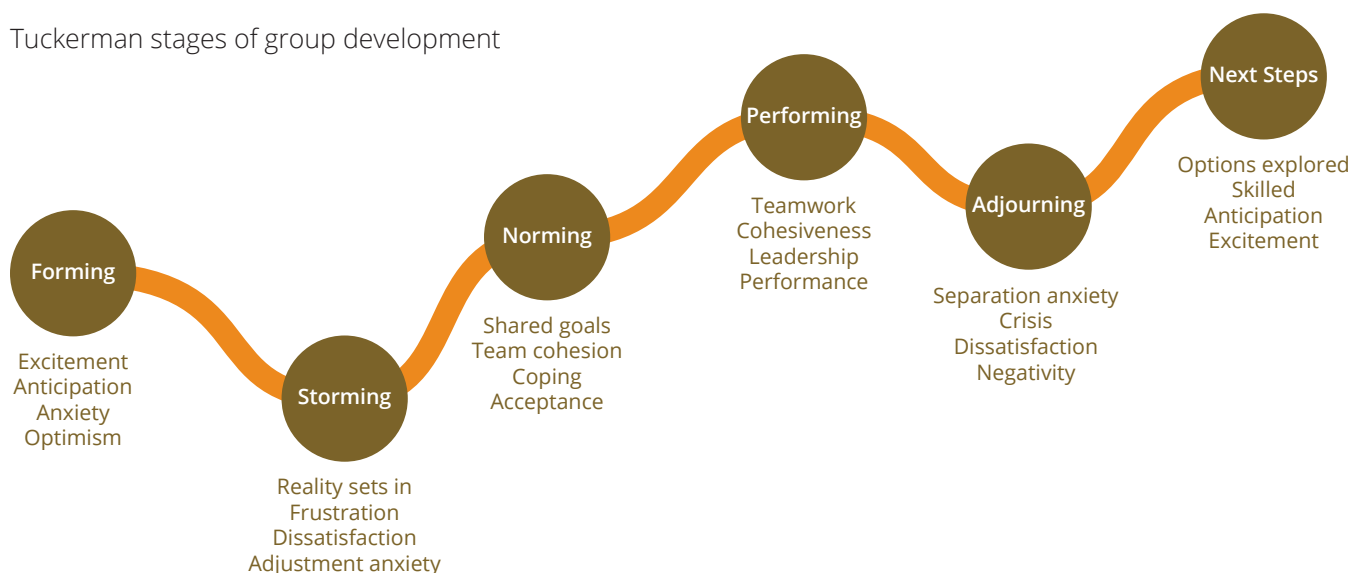
4. Ongoing recruitment

No matter how strong a team is, members come and go. Sometimes turnover is related to the work itself, sometimes it's just personal due to work schedule, child care, or a family illness. So expect membership changes—even turn them into opportunities.

Consider providing an orientation each time a new member comes on board, making sure he/she is formally introduced to all team members at his/her first meeting. Consider assigning an existing member to serve as mentor to the new member during the first few months of his/her tenure on the team. Don't sugar coat the job to entice someone to join. Rather, tell it like it is to winnow out the faint of heart, or be prepared to offer them concrete ways to contribute their talents and interests.

Also, in order to sustain diversity over a multi-year process, regularly ask yourselves, **"Who's not at the table?"**. You may not have initially gotten the diversity

Tuckerman stages of group development



of representation you wanted. Use your community network analysis to continually assess team composition, particularly as membership turns over.

5. Keep members engaged

It's all too easy for a team to lose track of where a community has been and where it is going in a multi-year process. With members missing the occasional meeting and new members joining along the way, it can be difficult to keep them up-to-speed on the latest activities. It can also result in confusing and drawn out conversations about how to move forward. Here are a few ways to help the team stay oriented:

- **Member Binders:** Create a binder of materials and background for each member. For each meeting and key activity, provide members with relevant information for the binder (e.g. meeting agendas/ summaries, action items, reports, participants, results).
- **Strategic Road Map:** Make sure members are clear on the strategic direction of activities and what they are intended to accomplish. People want to feel part of the big picture and understand where they are going. Share this roadmap with them.
- **Process Maps:** It's easy to forget where you are and where you've been over time. Provide a graphic depiction of the project timeline noting key activities and benchmarks. Refer to it at meetings or when someone has a question about timing or activities.
- **Talking Points:** Create FAQs (frequently asked questions) or talking points for team members to

reference so they are comfortable talking to community members about Heart & Soul.

- **Stay Connected:** Check in with team members, particularly those who miss meetings regularly. Sometimes it takes a personal conversation to learn what they want to contribute or to bring a member back up to speed, and it can help re-engage them if their participation is flagging.

6. Celebrate success and acknowledge participation

Be sure to celebrate accomplishments along the way. By acknowledging progress and tying it to your goals, members will see that their efforts are making a difference. And, team members are committing a lot to the process on their own time. Here are a few ways to recognize their work:

- Small, affordable, even silly gifts to acknowledge specific efforts, including gift certificates donated by local merchants or restaurants.
- Certificates of achievement for members
- A "key" to the community
- Acknowledgment in materials and the local press
- Personal letters and calls to let them know you appreciate their work
- Acknowledgment by local decision makers (Select Board or Town/City Council)

Don't forget to acknowledge the team's collective efforts along the way. For instance, at each meeting make sure to celebrate progress and key benchmarks.

Conclusion

Be patient when forming your team. Be sure to provide enough time up front for members to truly get to know each other and to understand the Community Heart & Soul approach before diving into getting things done.

It will take several months to build a winning team and even more time before all members are up to speed. However, if you take your time at the beginning, it will pay off in group cohesion and productivity later on.

Orton Family Foundation/Gardiner Heart&Soul Team Application

Name: _____ Address: _____

Phone #(s): _____ Email: _____

Website: _____

Why would you like to participate on the Heart&Soul team?

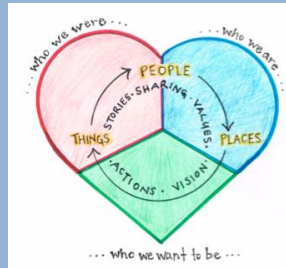
What skills would you bring to the group that could contribute to the project?

What would you like to see come out of the Heart & Soul project?

Do you currently or have you recently served on a Gardiner City Committee or local volunteer group?

Signature

Date



Community Advisory Team Job Description

The Community Advisory Team (known as the CAT) is the core planning group for the Heart and Soul of Essex project. This diverse group of residents, local officials, and students will help shape the project, spread the word, and carry out the work over a period of two years.

CAT members are expected to attend one 2 - 3 hour meeting per month (these will be fun and interactive, we promise) and serve on at least one work team. Work teams include logistics, communications, program, and data collection. They will meet with different frequencies based on the needs of the project.

Appendix C Example Heart & Soul Team ground rules

Heart & Soul Team Ground Rules

<name of group>

<date>

A. Authority

The *<group>* is convened by the *<entity responsible for bringing team together>*.

B. Purpose

The purpose of the *<group>* is to support a broad based public engagement process that aims to engage all sectors of the community in order to support the development of *<final product of project>*. This Heart & Soul process will achieve:

- *<list project goals>*

The scope of the *<group>* includes:

- Participate in the development of a Community Network Analysis
- Provide support to the community outreach process
- Assist with the design and implementation of a public engagement process
- Assist with the development and distribution of project communications
- Help increase involvement by community members in the process
- Assist with carrying out project activities
- Assist with synthesis and analysis of community input
- Foster a collaborative community process
- Develop a final Heart & Soul product

C. Decision Making Process

The *<group>* will make its decisions and recommendations based on *<type of decision making model such as consensus, voting, Robert's Rules>*.

The decision making process will be: *<clarify decision-making rules>*

Example of rules for Consensus Decision Making

The *<group>* will use consensus decision making for final approval on pre-identified group decisions. Consensus will be reached when each participant can honestly say:

- I believe that the other participants understand my point of view;
- I believe I understand other participants' point of view;
- Whether or not I prefer this alternative, I support it because it was arrived at openly and fairly, and it is the best solution for us at this time.

The Degrees of Consensus will be used to get participants to this point. The Degrees of Consensus are:

- Endorsement: "I like it!"
- Endorsement with a minor contention: "Basically, I like it."
- Agreement with reservations: "I can live with it."
- Formal Disagreement: "I want my disagreement noted, but I
- don't want to stop the process and/or be involved in the implementation."
- Block: "I veto this proposal."

(continued)

The first four will constitute consensus. Formal Disagreement allows for the proposal to be accompanied by a formal minority report summarizing the disagreement.

Only in instances where consensus cannot be reached because of a block, the <group> will have these alternatives:

- A statement defining areas of disagreement as well as agreement and the pros and cons of the decision/alternative will be summarized.
- A recommendation(s) for resolution using any of the alternatives below:
 - Seek additional information or analysis
 - Seek a recommendation from a government official or independent expert on how they would resolve the issue and use that recommendation as the solution.
 - Vote of the <group> with resolution requiring a super-majority vote (75 percent).

D. Heart & Soul Results

The final results of this process will be *<how final results of process will be used, for example, incorporated into the drafts of the Comprehensive Plan and once completed as final documents will be sent to the Planning Commission and to the Board of County Commissioners for final approval and adoption>.*

E. Team Composition

The <group> will adopt the following membership structure:

- <total number if applicable>
- <elected officials>
- <citizens>
- <stakeholders>
- <youth>

Members will serve <term>. Replacements will be appointed by <process>.

F. Team Behavioral Guidelines

The <group> will adhere to the behavioral guidelines outlined in Attachment A: Process Ground Rules.

G. Roles and Responsibilities

Project coordinator and/or staff:

The project coordinator, <name>, provides overall leadership to the project to ensure it works collaboratively.

The coordinator will have the following responsibilities:

- See "[Selecting a Heart & Soul Coordinator](#)"

Core team or steering committee:

The <group> will be supported by a core team. The core team consists of: <names>. The core team will have the following responsibilities:

- <list general task>

<Group>:

The <group> is composed of community members and stakeholders. The <group> will be composed of: <names>.

The <group> will have the following responsibilities:

- <list general task>

Fiscal agent:

<name> will oversee budget.

Subcommittees:

The <group> may find it necessary to create committees of its own participants or from others for specific activities. Any subcommittees will be created by <decision process> and provide a summary of their work to the entire team.

Project consultants and resource experts:

Technical advisors or resource people may be invited to provide information or be engaged to conduct specific project activities. They will work collaboratively with the team.

H. Stakeholder Representation (if applicable)

It is recognized that some team members are associated with agencies/organizations and have obligations to make management decisions and to take actions. Those participants will advise the team of pending decisions that affect <group> activities unless such prior disclosures would jeopardize the decision.

Additionally, if the team member is serving to represent a particular constituency, it is the responsibility of the participants to keep their constituents current on <group> activities and decisions. Before a decision is requested on any matter, sufficient time (to be defined by the team) will be provided for participants to seek advice from constituents or to request that additional information be provided to the <group>.

I. Media

While all meetings will be open to the media, participants agree that to get maximum benefit from this process, a climate that encourages candid and open discussion should be created. In order to create this climate, participants agree to not attributing suggestions, comments, or ideas of another participant to the news media or non-participants. Formal statements should be made by an appointed media spokesperson. We refer all media to the given spokesperson <name>. The spokesperson will work with the <group> ensure statements are correct.

J. Schedule and Deadline

The <group> will complete the project by <end date>.

K. Enforcement of Ground rules

It is the joint responsibility of team to assure that these ground rules are observed. Participants are free to question, in good faith, actions of others that may come within the scope of these ground rules.

ATTACHMENT A: PROCESS GROUND RULES

Legitimacy and Respect. Participants of the <group> are representative of a broad range of interests, each having concerns about the outcome of the process. All parties recognize the legitimacy of the interests and concerns of others, and expect that their interests will be represented as well. Thus:

- Personal attacks will not be tolerated.
- The motivations and intentions of the participants will not be questioned.
- The personal integrity and values of participants will be respected.
- Stereotyping will be avoided.
- Disagreements will be regarded as “problems to be solved”, rather than as “battles to be won”.

Active Listening and Involvement.

Listen to understand, not to debate. Participants commit to listen carefully to each other, recognize each person’s concerns and feelings about the topic, ask questions for clarification, and make statements that attempt to educate or explain. Participants should not assume that any one person knows the answer.

Responsibility.

All participants take responsibility for getting both individual needs met and for getting the needs met of other participants. Participants commit to keeping their colleagues/constituents informed about the progress of these discussions. Everyone shares responsibility for the success and failure of this process as well as for the enforcement of these ground rules.

Honesty and Openness.

Constructive candor is a little used but effective tool. Participants commit to stating needs, problems, and opportunities, not positions.

Creativity.

Participants commit to search for opportunities and alternatives. The creativity of the group can often help find the best solution for the community as a whole.

Commitment.

Participants agree this effort is a priority in time. Participants will try their best to attend all meetings.

The Rumor Mill.

Participants agree to verify rumors at a meeting before accepting them as fact.

Freedom to Disagree.

Participants agree to disagree. The point of this process is to foster open discussion of issues; in order to facilitate this we need to respect each other's right to disagree.

Freedom to Leave.

Participants agree that anyone may leave this process but will respectfully inform the team.



ORTON FAMILY
FOUNDATION