

A GUIDE TO MAPPING AND MOBILIZING THE ASSOCIATIONS IN LOCAL NEIGHBORHOODS

A Community Building Workbook
from
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INTRODUCTION

This is a guide to mapping and mobilizing the capacities of associations functioning in your community. It is presented in five chapters:

- ◆ **Chapter One** outlines the necessary steps for planning the association mapping and determining potential outcomes.
- ◆ **Chapter Two** outlines five field methods for mapping local associations.
- ◆ **Chapter Three** describes how to design a survey to determine existing and potential activities of identified associations.
- ◆ **Chapter Four** reports the findings of a Chicago-based, not-for-profit organization that conducted the association mapping for an economic development project.
- ◆ **Chapter Five** describes additional ways to mobilize neighborhood associations around economic development and other community-building activities.

The **Appendix** of this guide provides several tools with which to get your project started. Specific aids include sample survey instruments and project tracking documents. Throughout the guide, watch for the notation [↗] to indicate that additional information is available in the Appendix.

What is Asset-Based Community Development?

Before outlining the basic elements of the association mapping process, it is important to understand its relationship to asset-based community development. Traditional approaches to community development usually involve *top-down* or *outside-in* approaches. Oftentimes, consequences of these approaches are the support of “needs-based” solutions that develop policies and programs that focus on the perceived deficiencies of residents and their families and often promote dependency.

An alternative to top-down or outside-in approaches involves pinpointing available local individual and associational assets, connecting them with one another in ways that multiply their power and effectiveness, and engaging local institutions that are not yet available for local development purposes. Called *asset-based community development*, this approach assumes that social and economic revitalization start with what is already present in the community: the capacities of residents and the neighborhood’s associations and institutions. In this guide, associations are defined as smaller, face-to-face groups where members do the work and are not paid. Institutions, on the other hand, are organizations where paid staff do the work.

¹ To find out more about whole community asset mobilization, refer to *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community’s Assets* (1993), by John Kretzmann and John

Residents, associations, and institutions, all have a role to play in the development process. To support these groups, community leaders must understand each of these assets and what they can do:

- ⇒ **Residents**, including those with low incomes, are people with talents and solutions. They are not just clients with problems. Identifying and mobilizing residents' gifts, skills and capacities helps build both community problem-solving abilities and economic power.
- ⇒ **Local citizen associations** are active in virtually every community as people organize around common cultural values, shared social problems, physical proximity, social movements, and specific tasks. Identifying associations and understanding what they do are important steps towards re-empowering citizens and counteracting the dependency behaviors of needs-based strategies.
- ⇒ **Neighborhood institutions** are traditionally defined as not-for-profit, for-profit, and government. Thus, they include non-profit agencies, businesses, libraries, and parks. Each neighborhood institution can bring many assets to *support* the community building initiatives of citizens and their associations.

While all three assets are critical resources for comprehensive community building, this guide is focused on only one of those assets—local associations. The reason for this special emphasis is that local associations are rarely inventoried at the neighborhood level. While there are often local lists of social services, government programs, and businesses, neighborhood associations tend to be an unexplored community resource. Nonetheless, recent research indicates that they are numerous in even the lowest income neighborhoods and that they are performing many functions that support the health, welfare, and economy of local residents.²

Comprised of a group of citizens working together, associations are amplifiers of the gifts, talents, and skills of individual community members. Residents in all communities, regardless of income, are continuously forming new associations. Churches, block clubs, local chapters of national organizations, and informally organized special interest groups constantly emerge and reshape themselves as individuals link their similar interests and purposes. These associations are the basic units through which citizens empower one another and mobilize each other's capacities to improve their lives and the lives of neighbors.

What are Neighborhood Associations?

More than 160 years ago, the French count Alexis de Toqueville, who documented the experiences of American communities, claimed associations were at the center

McKnight, available from ACTA Publications, 4848 North Clark Street, Chicago, IL 60640. Telephone: (800) 397-2282 or (773) 271-1030.

² For an exploration of the associations in a low-income urban neighborhood, see *Voluntary Associations in Low-Income Neighborhoods* (1996), by John Kretzmann, John McKnight, and Nicol Turner, available from the Publications Department, Institute for Policy Research, 2040 Sheridan Road, Evanston, IL 60208. It may also be downloaded from the web page at <http://www.nwu.edu/IPR/abcd.html>.

of the local civic and community building process. In his travels, he found that local citizens who came together in small groups to solve their problems were making the crucial decisions about politics and the economy. His conclusions were that healthy associational life explained the unique vitality of political and economic life in US communities and had resulted in a new form of democracy.³

Today, a neighborhood association can be defined as a group of two or more neighborhood residents joined together around a common activity, often sharing a common vision and goal. To achieve their goal, residents usually decide upon a common purpose, share in a plan to address that purpose, and implement their plan. While some associations may have a small staff to help members reach their goals (i.e., a pastor, organizer, or secretary), members always create the vision, and engage in the basic work to solve the problem or achieve the goal.

There are various types of associations. Some are churches created by people of common faith. Some are organized around pressing social issues, such as a neighborhood crime watch group, political empowerment group, or a group to preserve some aspect of the local environment. Other associations are organized around athletics, gender, arts, culture, age, or special skills. Finally, some associations are organized based on physical proximity, such as block clubs and neighborhood improvement groups.

Associations may be very formal, with elected officers and members who pay dues, or very informal, perhaps without a name, without any officers or formal memberships. Some associations may be known beyond the neighborhood but impact citizens of the neighborhood. Associations can consist of two individuals to over 100, handle single to multiple tasks, and retain a few paid staff or no paid staff.

When mapping neighborhood associations, the groups identified should meet at least the following basic criteria:

- ◆ The primary work of the group is performed by local residents.
- ◆ The primary functions of the group are carried out in the group's neighborhood.
- ◆ Members, whether self-selected, appointed or elected, serve voluntarily.

What Associations Do

Local associations contribute to community building in three ways. First, local associations can reach and involve many more people in local action than institutions. Their combined members often represent a majority of people in the neighborhood. Therefore, they can greatly magnify the number of people reached with new information or the number who get involved in community action.

³ See de Toqueville, A., (1839). *Democracy in America*. New York: G. Adlard.

Second, social science research has demonstrated that associations are usually the most significant vehicles for changing both the attitudes and behavior of people.⁴ They set norms and provide incentives for new forms of action. Therefore, they are critical forums for shaping community attitudes.

Third, while most associations are focused upon one particular goal or interest, they take on additional functions that reach beyond their members' primary purpose. For example, a baseball league may take on the maintenance of a local ball park, a women's social organization may raise money for cancer research, a veteran's organization may "Adopt a Highway" and clean the right of way, a youth group may visit homebound seniors, and a church group may create a fitness club. In many neighborhoods, a great deal of community improvement is the result of the primary and secondary activities of local associations. Thus, associations represent a vital local vehicle for achieving community change or improvement.

In summary, associations have three important community functions:

- ◆ They reach a large number of people.
- ◆ They shape members' attitudes and behaviors.
- ◆ They mobilize members to act on many different issues.

For these three reasons associations represent powerful new tools to use in planning and implementing community building projects.

Goals of Association Mapping

An important part of promoting a healthy neighborhood and local economy is finding out what neighborhood associations are functioning in your community. Collectively, the activities of these organizations represent a valuable asset. Association mapping has two major goals:

- ◆ To collect, organize, and make accessible information about a neighborhood's associations.
- ◆ To identify community betterment functions of those associations and determine which additional community activities they might engage in.

The next chapter of this guide outlines the preliminary steps for mapping neighborhood associations in order to accomplish these goals.

⁴ See Wheelan, Susan A., (1994). *Group Processes: A Developmental Perspective*. Boston: Allyn and Bacon.

CHAPTER ONE
PREPARING FOR ASSOCIATION MAPPING

This chapter provides organizations interested in conducting an association mapping with the preliminary steps to get started. There are three basic steps in preparing for an association mapping project.

- ◆ Determine the purpose for the association mapping.
- ◆ Identify who will be responsible for administering the mapping process.
- ◆ Decide who will take action on the information after it is collected.

Determine the Purpose for the Association Mapping

A mapping initiative could have one or several general purposes. A few examples of general purposes include:

- ◆ Creating a comprehensive neighborhood organization.
- ◆ Supporting new business development.
- ◆ Improving neighborhood safety.
- ◆ Improving neighborhood health.
- ◆ Creating youth programs.
- ◆ Increasing mutual support activities, such as self-help, elderly care.
- ◆ Initiating neighborhood mentoring projects.
- ◆ Creating neighborhood loan funds.

The first step in any association mapping project is to identify the general purpose and then define how the inventory of associations will help to achieve that general purpose. Examples of how you might construct your project purpose are provided in Exhibit 1 on the following page.

In several neighborhoods, there have been association mapping projects with diverse purposes. Exhibit 2 on the following pages provides examples of recent association mapping projects and their purposes.

Exhibit 1: Examples of Specific Project Purposes

To identify neighborhood associations, particularly block clubs, interested in neighborhood safety projects.
To connect 25 neighborhood associations, and develop a formal structure for their participation in community development activities.
To mobilize 25 neighborhood associations interested in financially contributing to and managing a neighborhood lending fund.
To connect neighborhood associations with local businesses to improve commercial area facades and street appearance.
To identify 25 neighborhood associations interested in developing youth mentoring projects.

Exhibit 2: Recent Sponsors of an Association Mapping and their Project Purpose

Sponsor	Project Purpose
The City of Savannah, Georgia	Since 1993, the City has promoted a <i>Grants for Blocks Program</i> that enables residents of Community Development Block Grant (CDBG) neighborhoods to implement their own local improvement projects. In its sixth year of operation, the City was interested in expanding the program to smaller neighborhood organizations. They used the association mapping process to identify and document the efforts of less visible neighborhood associations in four distressed communities to expand their resource base. For more information about the Grants for Blocks program, please see <i>City-Sponsored Community Building: Savannah's Grants for Blocks Story</i> published by the Asset-Based Community Development Institute (1998). Contact ACTA Publications at (800) 397-2282 or (773) 271-1030 to obtain this community-building workbook.
Communities First Benton Harbor, Michigan	Communities First of Benton Harbor is part of a statewide network, the goal of which is to develop community-driven, client-centered models for development that will overcome welfare dependency. The goal of this network is to design and implement programs capable of moving a significant number of people out of poverty. In order to achieve these goals, Communities First identified and classified associations in their service area, and have worked with these groups to devise social programs that alleviate poverty.

Exhibit 2 (cont.): Recent Sponsors of an Association Mapping and their Project Purpose

Sponsor	Project Purpose
The Center for New Horizons and The Woodstock Institute of Chicago, Illinois	This collaborative effort included a community-based organization, The Center for New Horizons, and the Woodstock Institute, a national research group. The primary goal was to identify economic development opportunities for low-income residents of the Grand Boulevard neighborhood in Chicago. The mapping project identified ways local groups could contribute to resident capacity building and local community building projects, such as neighborhood beautification efforts. For more information about this project, please see <i>Voluntary Associations in Low-Income Neighborhoods: An Unexplored Community Resource</i> published by the Asset-Based Community Development Institute (1996). Contact ACTA Publications at (800) 397-2282 or (773) 271-1030 to obtain this community building workbook.
The Northwest Tower Resident Association (NTRA) and DSSA (Property Manager) Chicago, Illinois	Northwest Towers is a 150 unit federally assisted, low-income housing development in Chicago's West Town community. In 1997, residents of the building secured non-profit status for their resident association in order to maintain affordable housing at the site. In 1998, the residents completed the development of an on-site computer learning center funded through the Neighborhood Networks Program of HUD. The association mapping process was completed in a 16-block radius in an effort to identify and document civic opportunities for building residents. Collected information has been placed on their Web site to promote their "virtual community." For more information on the project, please visit their web site at www.northwesttower.com .

The important point of these examples is that you should be clear about your project goal before you begin. Then you should test how and whether associations will be powerful resources to achieve that goal. These decisions can then guide the methods you use and the questions you ask in the inventory stage (Chapter Two).

Identify Who Will be Responsible for the Association Mapping Process

When you have determined how an association mapping will help achieve your goals, a decision will need to be made regarding the administration of the process. Administration of the process will require coordination and support for:

- ◆ Convening the sponsoring group.

- ◆ Designing the inventory.
- ◆ Training and supervising the interviewers.
- ◆ Collating the information in usable forms.
- ◆ Managing the information if it changes or is revised.

While these functions sound fairly technical it is important that your work involve local citizens and associations as it progresses. The purpose of an associational mapping is not to create a list or directory. The purpose is to gather usable information to increase the power of local citizens. Therefore, the associational information and the manner of its development, collection, and use should itself help create new relationships between local citizens and their associations. Thus, local residents and associational leaders ought to be involved with the sponsoring group as interviewers and analysts of collected information.

Decide Who Will Take Action on the Information Collected

Gathering the associational information will require a careful organizational effort, and it is important, before beginning, to decide who will be responsible for facilitating the use of the information once it is collected. It is of little use to create good information if there is no one to do the work that is necessary to translate the information into action.

The facilitation of action could take several forms. It may require an organizer to convene and staff a newly assembled group of associations. It may require several people to facilitate new connections between associations or with local institutions. It may require an expert knowledgeable about loan funds to counsel local associations.

The important point is that the responsibility for facilitating the use of the information should be carefully considered *before* beginning an association mapping. As a result, important personnel and funding questions may emerge and need to be addressed before finally deciding to proceed.

A Word of Caution

Sponsors of an association mapping should be advised that “asset mapping” has become quite popular in many communities. As a result, there is now considerable experience with successful efforts as well as those that have failed. Based upon an evaluation of these efforts, three cautions are offered.

First, unsuccessful mapping initiatives usually result in lists, directories, or literal maps that are rarely used. In these projects, the emphasis was upon data collection rather than community mobilization. Moreover, there is a risk in computerizing the information. If it is computerized, the information sometimes is transformed into “data” that may be viewed as inaccessible or unusable by local residents.

Therefore, careful attention is needed to ensure that the mapping information is kept in a language that local citizens feel is theirs.

A second “failure factor” is an inadequate number of people to carry out the project. The association mapping process is a labor-intensive activity, and the personnel implications need to be carefully determined after completing the planning steps above.

Inadequate sponsorship is a third reason for failure. If there are very few (or no) citizens and associations involved from the project’s inception, the probability of mobilization efforts at the conclusion of the mapping is greatly diminished. Experience has also shown that there is a significant loss in collecting data with interviewers who are not local residents. Each interview is an opportunity to establish a relationship between local residents and associational leaders. These relationships can be critical in activating associations.

The next chapter outlines the methods to use when inventorying associations and organizing collected information.

CHAPTER TWO CONDUCTING AN INVENTORY OF ASSOCIATIONS

This chapter outlines the basic steps necessary to complete a field mapping of neighborhood associations and to organize this information for mobilization. Sponsors of this work should adapt these methods to meet their specific project goals and objectives.

The goal of the inventory phase of the mapping is to identify local associations and, when possible, gather from identified associations the name and phone number of a contact person, meeting place, and other pertinent information. This phase also involves the organization of the information collected into usable forms.

Identify your Project Focus Area

The first step of the inventory process is to define the geographic boundaries of your project. Some neighborhoods are well-defined by specific streets. People living in the community, and those outside of it, clearly understand what is meant when someone refers to the community by name. The boundaries of other neighborhoods are not so clearly defined or understood, and may have been disagreed about by some people. In this case, postal zip code or census tract data might be used to establish project boundaries.

The purpose of identifying your project focus area is not to insist on a formal or binding definition of the boundaries of your neighborhood, but to simply describe the area that you're considering for exploration. Using a detailed street map, draw a line around the area that you will consider your project focus area for the purpose of the association mapping project. To obtain a very detailed map, you may be able to get one from your city planning department.

If the project requires demographic information, you can contact sources such as your city planning department, chamber of commerce, a local university, or neighboring organizations (e.g., business association or social service agency). The internet provides US Census data (see www.uscensus.gov) and citywide resource networks that can provide area maps and demographic data.

Recruit Resident Field Surveyors to Collect Information

Before you begin the inventory, your organization will need to identify and engage field surveyors. The number of field surveyors will be determined by the size of the focus area. Ideally, field surveyors should be local residents. Local people not only possess unique knowledge of their neighborhood, but they can also develop new marketable survey research skills. Involving local residents as field surveyors can also promote relationships with local associations that will be helpful in the

convening stage. When thinking about candidates, you can recruit from local job banks, word of mouth from other residents, and referrals by local community-based organizations.

Depending upon the size of your project focus area, you may be able to find resident volunteers to complete the project. If your project focus area is too large or task too complex, you might consider compensating field surveyors for their efforts.

Once engaged, all of the field surveyors should be trained in the process of identifying local associations. Your organization could prepare a reference binder that includes an outline of the association mapping process, methodologies, and any existing community data (i.e., lists of social service agencies, schools, local chapters of national organizations, community maps, and administrative logs). This could be helpful to surveyors, particularly as they distinguish local associations from more formal institutions.

Determine Necessary Funding Sources

Once your organization is clear about the purpose of your project, the focus area and staff, you should determine if financial or in-kind support is needed to move forward. Your organization can solicit financial support from governmental agencies, private foundations, or corporate donations to support expenses incurred as a result of the project (e.g., field surveyor compensation, project materials, software, and project management support). Your organization can also choose partners that can provide in-kind donations, such as personnel and equipment, to support your efforts. Depending on the size of your project focus area and the complexity of your project goal, your organization can prepare a budget of necessary expenses.

Create a Field Information Log

Before you begin the inventory, you need to create a *Field Information Log* to record the data collected in the inventory phase. Two methods for organizing association information will be discussed later in this chapter.

Use Multiple Methods to Inventory Neighborhood Associations

Several methods can be used to inventory neighborhood associations. These methods include:

- ◆ Review of public sources
- ◆ Interviews with leaders of local formal institutions
- ◆ Interviews with leaders of local religious congregations
- ◆ Interviews with residents and community activists
- ◆ Random telephone surveys

While there is no necessary order for completing these tasks, it is recommended that you start with the review of public sources. This task will be the foundation for your association inventory, and the data collected at this step can be shown to local leaders and residents when identifying additional associations.

Review of public sources. Information about associations can be gathered from community newsletters, bulletins, self-help and organization directories, and local newspapers. Public sources and the information they provide are detailed in Exhibit 4 on the following page. You should use your Field Information Log to record information collected from public sources.

Interview leaders of local formal institutions. Local leaders and employees of not-for-profit organizations, municipal agencies, and businesses can also be interviewed to add to or otherwise modify your inventory of associations as it develops. Local business leaders, including “mom and pop” business owners, can be asked to identify the associations they know about and to offer referrals for further investigation. The following question should be kept in mind to distinguish associations from public or not-for-profit programs run by institutions:

Are residents actually members of this organization, and making the basic decisions about the direction of this organization?

If they are only receiving a service provided by employees, the group is not an association.

Exhibit 4: Types of Public Sources and What to Look For

Type of Public Source	What Information To Review and Gather
Newspapers	<ul style="list-style-type: none"> • Review a weekly sample of city and local newspapers to identify associations meeting in your community. • Review the “Community Events” section of these newspapers, and list the associations sponsoring community functions.
Organization Directories	<ul style="list-style-type: none"> • Review existing mailing lists compiled by your organization, local universities, government, and other community organizations to identify associations. • Consult business, church, and citywide telephone directories to identify additional associations meeting in your focus area.
Community Bulletins, Newsletters, and Calendars	<ul style="list-style-type: none"> • Review bulletins and announcements posted at public gathering places for sponsor information. Some sponsors will include local associations. Public gathering places consist of libraries, municipal buildings, barber and beauty shops, banquet halls, bowling alleys, game rooms, community centers, and malls. • Review calendars of monthly meetings published by the offices of elected officials, police and park districts to identify additional associations.
Self-Help Directories	<ul style="list-style-type: none"> • Compile information about mutual support groups (e.g., Alcoholic Anonymous, narcotics Anonymous) distributed by your city’s Public Health Department, and local hospitals. List those self-help groups meeting your project focus area.

Interview leaders of local religious congregations. Conduct informal interviews with the leaders of local religious congregations in the project focus area. A short questionnaire can be administered to the pastor or a representative of a local religious group to identify the sub-groups they sponsor, such as choirs, sports teams, food pantries, social justice groups, religious study clubs, and other groups that utilize the religious facility as a meeting place. A sample field questionnaire is provided in Appendix 1. [📄]

Interview other residents and community activists. Field surveyors could conduct informal interviews with other residents and community activists. During these discussions, field surveyors should ask these individuals to review the associations already inventoried and to add groups not yet listed.

Conduct a random telephone survey. Finally, targeted telephone surveys can also uncover additional associations. However, this method is costly and may not be worth the investment if the first three methods have identified a large number of associations. A sample survey instrument is in Appendix 2. [📄] You could identify target sites and constituencies in your project focus area, such as dense rental areas, single-family homes, senior citizens, and business owners, to interview. Approach a local university to devise a systematic random sample of your target site or constituency. They will generate a list of telephone numbers or street addresses. Your volunteer staff can administer the survey or you can contract these services to a survey center. You can also decide if you want to conduct the survey by telephone or in person.

Organize Collected Information

Having the ability to access and connect associations with other associations, businesses, and formal local institutions is a critical aspect of an association mapping. It is important, therefore, that the associational information be organized so it can fulfill the following functions:

- ◆ Access all available data (e.g., name of association, address, contact person, telephone, meeting day and time)
- ◆ Update or revise existing data on a local association.
- ◆ Add new associations to the database.
- ◆ Query and sort associations by classification and geographic location.
- ◆ Track most recent updates and modifications of each record.

There are two methods for compiling association information from the Field Information Log. In the remainder of this chapter, these two methods for constructing an association database are described. One method relies upon paper records of association information. The other method involves creating a computerized database. We suggest that paper records are best suited for

compiling information on less than 50 associations. For more than 50 associations, a computerized system may be more efficient.

Creating A Paper Record System

For each association, create a 3X5 (index card size) master association record to document the information collected during the inventory stage. Exhibit 5 is a sample master association record. Each master association record should include spaces for:

- ◆ All relevant contact information, including the name, address, and telephone number of the association or president.
- ◆ The date the record was created or revised.
- ◆ The initials of the field surveyor or staff person who entered the record in the space titled "Staff" in the top right-hand corner of the card.
- ◆ The association's meeting time and day if it was identified during the inventory stage.
- ◆ Source of information about the association that can be taken from the Field Information Log completed during the inventory process.
- ◆ The address of the meeting place if the association does not meet at the president's home address.
- ◆ Any additional comments.

Exhibit 5: Sample Association Master Record—Paper Record

Association Name: Hope for Youth	
Type of Association: <u>Youth Group</u>	Entered: <u>10/5/98</u>
Association Name: <u>Hope for Youth</u>	Updated: <u>12/4/98</u>
Address: <u>19 W. Cornelia Drive</u>	Staff Init.: <u>NT</u>
<u>P.O. Box 2300</u>	
City: <u>Ridgeville</u>	State: <u>IL</u> Zip: <u>60208</u>
Telephone: <u>444-4444</u>	
President/Chair: <u>Emma Nelson</u>	Telephone (if different): <u>Same</u>
Source of Information: <u>Referred to group by Rev. Johnson Cole at</u>	
<u>Greater New Life Church (interview)</u>	
Meeting Day/Time: <u>3rd Thursday of the month/7:00pm</u>	
Meeting Place (if different): _____	
Comments: _____	

If you use this method, try to use a pencil to create the record so you can update it at a later point. If you complete the interview stage (Chapter 3), you can attach a different color card to reflect the information gathered later. You can file these cards alphabetically or by type, whichever makes retrieval less complex.

Creating A Computerized Database

If your organization decides to computerize the contact information, any spreadsheet or database software application will be suitable. The information for your database should come from your Field Information Log. Try to create fields that will allow your organization to query, sort, and track records and modifications. Exhibit 6 is an example of how to construct your database fields.

Exhibit 6: Sample Association Master Record—Computerized

Database Field	Example
Today's Date:	7/6/99
Association Name:	Hope for Youth
Type of Association:	Youth Group
Street Number:	19
Street Direction:	West
Street Name:	Cornelia Drive
Apt./Suite #:	3R
City:	Ridgeville
State:	IL
Zip Code:	60208
Telephone Number:	444-4444
President/Chair:	Emma Nelson
Telephone (if Different):	Same as above
Source of Information:	Referred to group by Rev. Johnson Cole at Greater New Life Church (interview)
Meeting Day:	3rd Thursday of month
Meeting Time:	7:00 pm
Meeting (if different than address):	Same as above
Comments:	
Staff Initials:	NT
Date Entered:	10/5/98
Date of Last Update:	12/4/98

Appendix 3 is an actual print-out from an automated database. [📄]

Classify Neighborhood Associations Identified by the Inventory

Once the inventory is complete, you can create a list of the types of associations by grouping them by function. Exhibit 7 indicates the most common types of associations (with specific examples) that are usually present in most communities.

Exhibit 7: Types and Examples of Neighborhood Associations

- **Addiction Prevention and Recovery Groups**
Drug Ministry/Testimonial Group for Addicts
High School Substance Abuse Committee
- **Advisory Community Support Groups (friends of...)**
Friends of the Library
Neighborhood Park Advisory Group
- **Animal Care Groups**
Cat Owners' Association
Humane Society
- **Anti-Crime Groups**
Police Neighborhood Watch
Senior Safety Groups
- **Block Clubs**
1414 Central Block Club
Tenant Association
- **Business Organizations**
Jaycees
Local Restaurant Association
- **Charitable Groups and Drives**
Local Hospital Auxiliary
Church Support for UNCF
- **Civic Events Groups**
Local Parade Planning Committee
Health Fair Committee
- **Cultural Groups**
Drama Club
Dance Organization
- **Disability/Special Needs Groups**
Local Americans with Disabilities Assoc.
Special Olympics Planning Committee
- **Education Groups**
Local School Council
Parent Teacher Association
- **Elderly Groups**
Westside Senior Group
Church Seniors Club
- **Environmental Groups**
Neighborhood Recycling Club
Adopt-a-Stream Club
- **Hobby and Collector Groups**
Coin Collector Group
Sewing Club
- **Men's Groups**
Fraternal Orders
Men's Sports Organizations
- **Mentoring Groups**
After School Mentors
Rights of Passage Organizations
- **Mutual Support Groups**
Parent-to-Parent Support Groups
Disease Support Groups (cancer, etc.)
- **Neighborhood Improvement Groups**
The Neighborhood Garden Club
Neighborhood Clean-Up Council
- **Political Organizations**
Democratic Club
Republican Club
- **Recreation Groups**
Bowling Leagues
Bodybuilders Club
- **Religious Groups**
Deacon's Group
Bible Study Club
- **Service Clubs**
Optimist Club
Lions Club
- **Social Groups**
Bingo Club
Card Playing Club
- **Social Cause/Advocacy Groups**
Get Out the Vote Council
Vigil Against Violence
- **Union Groups**
Industrial (UAW)
Craft Unions (Plumbing Council)
- **Veterans' Groups**
Women's Veterans Organization
Veterans of Foreign Wars (VFW)

-
-
- **Family Support Groups**
Foster Parents' Alliance Support Group
Parent Alliance Group
 - **Health Advocacy and Fitness Groups**
Weight Watchers Chapter
Senior Fitness Club
 - **Heritage Groups**
Black Empowerment Group
Neighborhood Historical Society
 - **Women's Groups**
Association of University Women
Eastern Star
 - **Youth Groups**
Hope for Youth
4-H Club

In classifying groups, some associations may fall under two or more categories so you may have to make a decision about the primary function. For example, a men's baseball team could be classified as either a men's group or recreational group.

Your organization is also encouraged to add categories to the above list that reflect your particular findings. These classifications could then be integrated into your paper records or database system in order to group associations by function.

The next chapter describes how to design a survey instrument to determine existing and potential activities of identified associations.

CHAPTER THREE
DISCOVERING THE COMMUNITY BUILDING CAPACITIES OF THE
NEIGHBORHOOD'S ASSOCIATIONS

Having completed an inventory of associations based upon the five methods described in the previous chapter, you may find that you do not have enough specific information about each group to achieve your project purpose. For example, if you're planning a new neighborhood initiative with youth, you might not know which associations are currently working with youth and the nature of their work. You also might not know which associations are willing to begin to do youth work. Therefore, you may decide that it is necessary to interview a sample or all of the leaders of the associations that have been identified in order to understand their present youth activities and potential for new activities with youth.

In considering whether to undertake this step, it is important to recognize that most associations are organized for very specific purposes. Therefore, to identify the church choir, veterans group, or a local block club in an inventory points toward the groups' primary or initial purpose. This may be all you need to know to move toward action.

This form of associational identification, however, does not provide two additional kinds of information that may be essential to your project's purposes. First, it doesn't tell you whether the group is engaged in community activities that are not indicated by its name. For example, the veteran's organization may be working with some local youth, the choir may raise money and contribute it to an art fair, or the motorcycle club may be working on a local tot lot.

Second, the inventory alone doesn't tell you whether a group is interested in initiating or joining a project that reaches beyond its present boundaries. For example, the women's club may be willing to join a domestic violence effort or the baseball league may be willing to assist a neighborhood clean-up project if asked to do so.

Often, the purpose of a project may require these kinds of information in order to be successful. If this is the case, then you will want to conduct a survey of the associational leaders you've identified. This chapter explains how to design a survey instrument to find out about existing and potential activities of associations by interviewing their leaders. It also describes approaches for determining who to interview.

Develop the Content for the Survey Instrument

Because associations are often engaged in many activities, it's easy to make the mistake of creating a survey instrument that is too complex and therefore, too time consuming to complete. When designing the instrument, try to be brief and design it to include questions that are most pertinent to your project purpose.

In addition to gathering focused information about your project's purpose, your organization may also want to include any or all of the following types of information in your survey instrument:

- ◆ **The association's development and significant accomplishments** (e.g., *date founded, who started the group, significant accomplishments in the last five years*).
- ◆ **Membership structure** (e.g., *governance structure, budget, officers*).
- ◆ **Member characteristics** (e.g., *age, gender, employment status, residence*).
- ◆ **Prior and existing collaborations with other associations, community-based organizations and businesses** (e.g., *Neighborhood Watch projects*).
- ◆ **Current activity in economic development projects** (e.g., *recruiting new businesses to the neighborhood, working with existing local businesses, identifying local entrepreneurs*).
- ◆ **Prior and existing work on neighborhood projects** (e.g., *community beautification, safety, literacy*).
- ◆ **Prior and existing work on neighborhood challenges** (e.g., *teenage pregnancy, crime, gangs*).

Finding out about each of these categories may be important because they develop a "profile" of the association—that is, who they are, what they do, and what they might be willing to do. Appendix 4 includes the survey instrument that was used by the not-for-profit organization highlighted in this guide. When reviewing the survey, notice that it includes questions of particular interest to the sponsoring organization. Your organization should consider what questions might be appropriate to your project, and should work with your resident steering committee to design the survey instrument. [📎]

Your initial instrument should be considered a "draft." You should pilot or test the instrument on a small sample of associations in your target group. This pilot will help you determine the ease of completion, relevance of questions, and length of interview. You should try to keep the interview to a maximum of 20 minutes.

Decide Which Neighborhood Associations to Interview

Once a draft of the association survey instrument is completed, you'll want to decide which associations to interview. Generally, associations can participate in community-based efforts in the following ways:

- ◆ Associations may be involved in planning a particular effort, e.g., by serving on a steering committee.
- ◆ Associations may actively engage in the implementation of a community activity, e.g., by conducting a specific educational component of a program.
- ◆ Associations can serve as vehicles to communicate information, both to their membership as well as to the community at large, e.g., by distributing informational flyers.

There are two ways to approach this task. First, you can decide to interview all of the associations you've identified. This approach is effective with a small number of associations and adequate interview staff. Second, you can decide to interview a select group of associations. The four approaches you can use to identify your select sample are outlined on the following pages and include: (1) Develop a Project Worksheet to Decide which Associations to Interview, (2) Select Associations that Have Desired Demographics Characteristics, (3) Select Associations within a Geographic Area, and (4) Develop a Random Sample of Associations.

1. *Develop a Project Worksheet to Decide which Associations to Interview.* Your organization can use a Project Worksheet to plan how associations can be involved in your project purpose, and which associations should be included in your interview sample. Exhibit 8 (on the following page) is an example of the Project Worksheet for determining your sample. The project worksheet lists all of the various types of associations and identifies the three ways associations can participate: planning, implementation, and communication. Using this form, you can think through the types of local groups that could help your project be successful, and which associations should be interviewed at this point.

Exhibit 8: Project Worksheet
Local Association Involvement in Your Project Purpose

Project Name: _____

Project Name: _____

Levels of Engagement	Plan	Implement	Communicate
Association Types			
Addiction Prevention & Recovery Groups			
Advisory Community Groups			
Animal Care Groups			
Anti-Crime Groups			
Block Clubs			
Business Organizations/Support Groups			
Charitable Groups and Drives			
Civic Events Groups			
Cultural Groups			
Disability/Special Needs Groups			
Education Groups			
Elderly Groups			
Environmental Groups			
Family Support Groups			
Health Advocacy and Fitness Groups			
Heritage Groups			
Hobby and Collector Groups			
Men's Groups			
Mentoring Groups			
Mutual Support Groups			
Neighborhood Improvement Groups			
Political Organizations			
Recreation Groups			
Religious Groups			
Service Clubs			
Social Groups			
Social Cause/Advocacy Issues Groups			
Unions			
Veterans' Groups			
Women's Groups			
Youth Groups			

An example of the use of the Project Worksheet would be a project designed to provide parenting education for local residents. The Project Worksheet could be used to determine which associations would be best to participate in this project,

and the kind of participation that would be most useful (planning, implementation, or communication). An example of a completed worksheet follows:

Project Name: *Success for Young Children*

Project Purpose: To provide parenting education regarding the potential of young people between the ages of 0 to 8 years.

Levels of Engagement	Plan	Implement	Communicate
Association Types			
Addiction Prevention & Recovery Groups			
Advisory Community Groups			X
Animal Care Groups			
Anti-Crime Groups	X		X
Block Clubs	X		X
Business Organizations/Support Groups	X		X
Charitable Groups and Drives			
Civic Events Groups			X
Cultural Groups			X
Disability/Special Needs Groups	X	X	X
Education Groups			
Elderly Groups			
Environmental Groups			
Family Support Groups	X	X	X
Health Advocacy and Fitness Groups	X	X	X
Heritage Groups			
Hobby and Collector Groups			
Men's Groups			
Mentoring Groups			
Mutual Support Groups	X	X	X
Neighborhood Improvement Groups			X
Political Organizations			
Recreation Groups			
Religious Groups	X	X	X
Service Clubs		X	X
Social Cause/Advocacy Issues Groups		X	X
Unions			
Veterans' Groups			
Women's Groups	X		X
Youth Groups			

In this example, Advisory Community Support Groups, e.g., Friends of the Library, might be chosen because they could *communicate* the program to residents by posting information at the library. Business Organizations, such as the Jaycees,

could be selected to *communicate* and *plan* because they could pass the information along to their employees and colleagues. Finally, Disability/Special Needs Groups, such as the local chapter of the American Lung Association, might be selected because they could *communicate*, *plan*, and *implement* the program by creating a curriculum that includes specific health issues of children. The selection of certain association types to participate in the project, such as Family Support Groups and Health Advocacy and Fitness Groups, appeared self-evident. On the other hand, more creative thought was necessary to determine how association types such as Anti-Crime Groups and Cultural Groups might function in relationship to the project.

When conducting actual interviews with these selected groups, you will be able to solidify your thoughts on how associations might serve the planning, implementation, and communication functions of your project.

The other three approaches for selecting associations to interview include:

2. *Select Associations that Have Desired Demographic Characteristics to Interview.* Your organization could concentrate on those associations whose members resemble demographic attributes of the project focus area, such as renters, seniors, lower-income residents, or youth. Use the Project Worksheet to determine which associations meet your demographic criteria, and how they might contribute to your project.
3. *Select Associations within a Geographic Area to Interview.* Your organization could also decide to interview identified associations that fall within specific geographic boundaries. For example, if your project purpose relies heavily upon associations functioning within a subsection of your project focus area, then you might decide to target that geography for interviews. Targeted geographic areas might include those associations functioning within two blocks of a commercial center or on particular streets or blocks. Your database should help you quickly identify these associations.
4. *Develop a Random Sample of Associations to Interview.* Finally, your organization can randomly select which association leaders you want to interview. In this case, you might select every third organization from your comprehensive database or target a specific number of interviews in each type of group, such as including every third youth group in your sample.

Determine Who in the Neighborhood Association to Interview

Once you have decided which associations to interview, you'll need to determine who in the organization you want to contact. For formal associations, you may want to only interview the president, or any other officer of the organization (e.g., vice-president, treasurer, or secretary). For less formal associations, you might

consider interviewing members. Since some survey questions require commitments to action, consider if the interviewee has the ability to make such decisions.

In order to gain the confidence of association leaders. Be sure to develop a clear and effective introduction about your project's purpose. A sample introduction is provided below:

SAMPLE INTRODUCTION

Hello, my name is Mary Davis and I am involved in a project in North Town with the Northwood Community Association. The Northwood Community Association is a local organization working to improve the quality of life in North Town. Our project is trying to link resident associations with local businesses for job development. We've learned about your group from other community residents and leaders. I have a series of questions that I'd like to ask you about the work your group does and how it contributes to the betterment of the community. The questions are very general and you are free to skip any that you'd rather not answer.

You should include your introduction in your pilot interviews to test its clarity and effectiveness.

Administer the Association Survey Instrument

The method you select for conducting the association interview will depend in part on your organizational resources. The four basic methods for administering the survey instrument are:

1. The *face-to-face method* in which you sit down individually with each association leader, and conduct your interview in person. In this case, you would most likely schedule appointments.
2. The *group-administered method* in which you conduct the interview with several association leaders at once. In this case, you would distribute the survey to each leader, and have them complete it in your presence so you can answer any questions that may arise.
3. The *self-completed method* in which you ask each association leader to independently complete a written survey instrument. In this case, you would distribute the survey instrument by mail or other delivery system, and respondents would complete it and return it to you.

4. The *telephone method* in which you ask each participant to answer the survey questions over the telephone. In this case, you would generate a list of the people you want to include, call them up, and ask them to answer your questions.

The preferred methods are those which involve face-to-face interaction. In some instances, the association interview will be your first point of contact with these community leaders. You should not only approach the interview as a data gathering process, but also as an opportunity for building relationships.

Compile Interview Data

If you are using the paper records system, the interview data can be recorded on 3X5 index cards, and attached to the association's records. Exhibit 9 on the following page is an example of an interview card in a paper records system.

If you choose to use a computerized system, any database or spreadsheet software will be efficient. You might consider the level of data analysis you're interested in before setting up your database. As previously suggested, interview data collected from more than 50 associations may be more successfully compiled in a computerized system.

Exhibit 9: Using Paper Records to Compile Interview Data

<i>ASSOCIATION NAME: HOPE FOR YOUTH</i>	
<i>Type: Youth Group</i>	
<i>Date: 1/5/99</i>	
<i>1. When Founded: January 1, 1989</i>	<i>5. Work on Neighborhood Projects:</i>
<i>2. Significant Activities: Youth Mentoring, Carnival Sponsor-5 years at Rosemont</i>	<i>-Beautification, Safety</i>
<i>3. Membership Structure: All Officers; \$2,500/annual budget</i>	<i>6. Work on Neighborhood Challenges:</i>
<i>4. Existing Collaborations: Youth network with Greater New Life Church</i>	<i>-No prior history; willing to get involved in literacy efforts</i>
	<i>7. Work on Economic Development Projects:</i>
	<i>-Interested in getting involved in local commercial area clean-up program. -Has worked with Regent Foods on coop project in 1994.</i>

CHAPTER FOUR
AN EXAMPLE OF AN ASSOCIATION MAPPING PROJECT

A recent association mapping process completed in Chicago's largest community area demonstrates what you may expect to find. This chapter will present the goals and findings of this project and illustrate how many associations are helping to build healthy neighborhoods and vibrant local economies. The information in this chapter is shared in two ways. First, an "association map," or classification, is presented to reflect what kinds of groups were functioning in the project focus area. Second, a series of tables are presented to reflect what the association interviews uncovered about the willingness of associations to engage in community building activities.

The sponsor of the project was a Chicago-based not-for-profit organization interested in promoting economic development through the mobilization of neighborhood associations. Targeting a low-income neighborhood in their service area, the project's anticipated outcomes were the participation of neighborhood associations in the development of the local economy, and their involvement in a new structure called a Neighborhood Development Trust.⁵ As the initiating group envisioned it, the Trust would have three objectives:

1. To identify local investment opportunities, and to provide local entrepreneurs with the seed money to capitalize them.
2. To mobilize some capital investments from local individuals and associations.
3. To enhance welfare reform efforts by helping residents and their communities become economically self-sufficient and by addressing obstacles that limit their potential.

To meet these objectives, the project's initiating group not only identified and documented neighborhood associations active in its project focus area, but also interviewed a sample of association leaders to test their interest in the Neighborhood Development Trust.

The project focus area included two postal zip codes that fell within the community area. Census tract data were subsequently used to distinguish the portions of the zip codes that fell within the community. The project focus area was approximately 6.32 square miles, and had a resident population of 92,000.

⁵ A description of one kind of Neighborhood Development Trust can be found in *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets* (1993), see pages 361-366. The book can be ordered from ACTA Publications, 4848 North Clark Street, Chicago, IL 60640. ACTA's phone number is (800) 397-2282 or (773) 271-1030.

Five residents were primarily involved in mapping neighborhood associations. In addition, a survey center of a university was contracted to conduct a random telephone survey that was completed by 207 respondents of three targeted residential sub-sections—senior citizen housing, concentrated single-family homes, and dense rental units—of the focus area. In all, 612 voluntary associations, including 204 churches, were identified in the project focus area. Though clearly not a complete list, this group represents a significant portrait of associational life in this neighborhood.

Classification of Identified Neighborhood Associations

In this project, the 612 associations were classified into 34 different types of associations. As shown in Exhibit 10 on the following page, some of the categories were designed to reflect the economic development interests of the project's initiating group.

Findings about Interviewed Associations Functioning in the Project Focus Area

Once the sponsors had a clear idea about the type and membership of associations in the project focus area, their next step was to consider who they should interview in more depth, and how many interviews to conduct. Drawing from the typology, at least one association in each category was targeted for in-depth interviews. For categories with more than ten listed associations, every third group in the sample was selected. In all, the pool of potential association respondents consisted of 141 associations. Eighty-five interviews with association leaders were actually completed. Three interviewers, two of whom had collected initial inventory data, conducted 20 minute, face-to-face interviews, usually with the president or another officer of each group. The remainder of this chapter shares the findings of this particular association mapping process. A copy of the survey instrument used in this project is in Appendix 4. [↗]

Membership and Organizational Structure

As reported by the 1990 US Census Bureau, the population of the project focus area was approximately 92,000. In the 85 associations sampled, there were over 15,000 members. Seventy percent of their members resided in the project focus area. The average size of the sampled associations was 30 members. The ages of members varied, with those over 40 making up the largest percentage of members (55%). Members in these associations were predominantly female (57%). Sixty-one percent of association leaders reported they had some homeowners as members. College graduates and those with professional degrees comprised a relatively small percentage of association membership (20%).

Exhibit 10: A Classification of Associations Functioning in the Focus Area

NUMBER AND PERCENTAGE OF GROUPS BY ACTIVITY

Group Activity	Number	Percentage of all associations including those with church affiliation in the total (n=612)	Percentage of all associations excluding those with church affiliation in the total (n=408)
Religious Congregations	204	33%	NA
Religious-Other	59	10%	14%
Music	35	6%	9%
Block Club	31	5%	8%
Youth Support	29	5%	7%
Hobbies	27	4%	7%
Education Support	26	4%	6%
Safety	24	4%	6%
Sports	22	4%	5%
Retiree Support	22	4%	5%
Community Service	21	3%	5%
Parenting Support	15	2%	4%
Addiction Recovery	15	2%	4%
Civic Responsibility	13	2%	3%
Women's Support	12	2%	3%
Social	10	2%	2%
Men's Support	10	2%	2%
Community Improvement	9	1%	2%
Mutual Support	7	1%	2%
Parks	4	1%	1%
Political	4	1%	1%
Unknown Type	3	.5%	.7%
Tutoring/Mentoring	2	.3%	.5%
Business Support	2	.3%	.5%
Health Advocacy	2	.3%	.5%
Corrections	1	.2%	.2%
Drug Prevention	1	.2%	.2%
Ethnic/Racial	1	.2%	.2%
Housing	1	.2%	.2%
TOTAL	612	100%	100%

Note: Percentages may not total to 100% due to rounding

Association and Institutional Relationships

When asked about their relationship with other associations, one quarter (25%) of the sample reported membership in statewide or national organizations. Twenty percent indicated membership in a local or citywide coalition. Twenty-five percent of associations had already worked with other local groups to address neighborhood challenges, such as local drug use, gangs, and crime. In addition, 44 percent of the associations in the sample intended to collaborate with other local groups in the future.

Exhibit 11 indicates collaborations of the interviewed associations with neighborhood institutions, such as schools, police, businesses, and hospitals. Over 40 percent of the associations reported working with police or local schools. The three types of organizations with which associations had the least degree of collaboration were banks, community development corporations, and the local chamber of commerce.

Exhibit 11: Collaborations Between Local Associations and Formal Institutions
Total=85

Type of Local Institution	Percentage of Local Associations that “work with” this type of local institution
Local Police	47% (40)
Local Schools	40% (34)
Local Parks	32% (27)
Local Hospitals	29% (25)
Local Libraries	29% (25)
Social Service Agencies	27% (23)
Local Banks	15% (13)
Community Development Corporations	8% (2)
Local Chamber of Commerce	7% (6)

Note: “Uncertain” and “Refused” responses are not shown in this exhibit.

Present and Potential Activities of Neighborhood Associations

Association leaders were also asked about their specific involvement in a range of activities that would improve the social and economic conditions of their neighborhood. Community benefit activities included those involving members in mutual support and other social development activities, as well as economic development initiatives. The leaders were also asked whether their members would be willing to engage in each activity if the group was not presently engaged.

Mutual Support and Social Development Activities

Associations were asked about their previous and potential future involvement in ten kinds of local initiatives targeting different groups. Association responses to these questions are shown in Exhibit 12. Of the 85 groups, the average number of

associations reporting involvement in each activity was 43 (51%). The average number of interviewed associations not participating, but interested in getting involved was 15 (18%).

The average number of interviewed associations willing to collaborate with other groups on particular projects was 50 (59%). The two neighborhood agendas that the largest number of associations wanted to address were those focusing on youth and families.

Exhibit 12: Number and Percentage of Local Associations Involved in
Neighborhood Projects
Total=85

Community Benefit Activity	Have Done Work in this Area	Willing, But Haven't Done Work in this Area	Not Willing To Do Work in this Area	Willing To Collaborate with Other Groups
Neighborhood Beautification	46% (39)	21% (18)	29% (25)	59% (50)
Working with Youth	67% (57)	15% (13)	16% (14)	72% (61)
Working with the Elderly	55% (57)	6% (5)	26% (22)	58% (49)
Working w/People with disabilities	39% (33)	25% (21)	32% (27)	53% (45)
Working with People on AFDC	58% (49)	19% (16)	19% (16)	67% (57)
Working with Ex-Convicts	41% (35)	12% (10)	44% (37)	47% (40)
Supporting Families	68% (58)	15% (13)	14% (12)	74% (63)
Tutoring Local Youth	45% (38)	21% (18)	33% (28)	62% (53)
Tutoring Local Adults	27% (23)	28% (24)	44% (37)	49% (42)
Improving Neighborhood Health	45% (38)	14% (12)	40% (34)	52% (44)

Note: "Uncertain" and "Refused" responses are not shown in this exhibit.

Association leaders were also asked about the extent to which they have addressed seven neighborhood challenges, or social issues. Exhibit 13 shows how sampled associations responded to these questions. Of the 85 interviewed associations, the average number of associations addressing each of these neighborhood challenges was 42 (49%). Of those associations not currently involved, an average of 10 interviewed associations, or 11% of the total sample, were willing to get more involved. The average number of interviewed associations willing to collaborate with other groups to address local challenges was 49 (57%). Neighborhood crime and drug abuse were the two neighborhood challenges of most interest to the sampled associations.

Exhibit 13: Number and Percentage of Local Associations Addressing
Neighborhood Challenges
Total=85

Community Benefit Activity	Have Done Work in this Area	Willing, But Haven't Done Work in this Area	Not Willing To Do Work in this Area	Willing To Collaborate with Other Groups
Teenage Pregnancy	46% (39)	14% (12)	39% (33)	54% (46)
Child Abuse	46% (39)	19% (16)	34% (29)	60% (51)
Drug Abuse	53% (45)	13% (11)	32% (27)	64% (54)
Domestic Violence	42% (36)	7% (6)	49% (42)	48% (41)
Youth Gangs	48% (41)	8% (7)	41% (35)	53% (45)
Neighborhood Crime	60% (51)	12% (10)	27% (23)	67% (57)
Neighborhood Illiteracy	47% (40)	11% (9)	41% (35)	55% (47)

Note: "Uncertain" and "Refused" responses are not shown in this exhibit.

Economic Development Activities

Association leaders were also asked about eight initiatives to improve the local economy, particularly those activities that support new or existing area businesses. As shown in Exhibit 14, the average number of sampled associations involved in each of these activities was 11 (13%). The average number of interviewed associations willing to improve the local economy, but not currently involved was 31 (36%).

The average number of interviewed associations willing to collaborate with other groups on particular economic development projects was 34 (40%). The two projects that garnered the most interest from associations were improving the local business climate, and starting new businesses in the neighborhood.

Exhibit 14: Number and Percentage of Local Associations
Improving the Local Economy
Total=85

Community Benefit Activity	Have Done Work in this Area	Willing, But Haven't Done Work in this Area	Not Willing To Do Work in this Area	Willing To Collaborate with Other Groups
Start or attract new businesses to the neighborhood	9% (8)	40% (34)	46% (39)	42% (36)
Patronize new businesses in the neighborhood	15% (13)	35% (30)	47% (40)	41% (35)
Invest in new businesses in the neighborhood	8% (7)	34% (29)	53% (45)	34% (29)
Buy at existing local businesses	14% (12)	39% (33)	44% (37)	39% (33)
Improve the local business climate	24% (20)	35% (30)	39% (33)	52% (44)
Invest in the expansion of existing local businesses	7% (6)	36% (31)	51% (43)	31% (26)
Get banks to extend credit to existing local businesses	12% (10)	41% (35)	46% (39)	41% (35)
Close undesirable local businesses	18% (15)	34% (29)	46% (39)	40% (34)

Note: "Uncertain" and "Refused" responses are not shown in this exhibit.

Association leaders were also asked about their involvement in job training and placement efforts. Association responses to these questions are shown in Exhibit 15. Of the 85 interviewed associations, the average number of associations actively involved in this area was 17 (20%). The average number of uninvolved interviewed associations who were willing to become active was 26 (31%).

The average number of interviewed associations willing to collaborate with other groups on job training and placement activities was 37 (44%). The two activities that the largest number of associations wanted to engage in were helping local teenagers find jobs, and informing members of neighborhood jobs through postings or announcements.

Exhibit 15: Number and Percentage of Local Associations Involved in Job Training and Placement
Total=85

Community Benefit Activity	Have Done Work in this Area	Willing, But Haven't Done Work in this Area	Not Willing To Do Work in this Area	Willing To Collaborate with Other Groups
Start a job training program in the neighborhood	15% (13)	35% (30)	48% (41)	39% (33)
Participate in an existing job training program in the neighborhood	14% (12)	39% (33)	46% (39)	42% (36)
Participate in an inventory of the job skills and interests of local residents	8% (7)	44% (37)	45% (38)	42% (36)
Assist employers in job placement efforts	15% (13)	33% (28)	48% (41)	41% (35)
Recruit residents for local jobs	19% (16)	33% (28)	44% (37)	45% (38)
Inform members of neighborhood jobs through postings/ announcements	29% (25)	29% (25)	39% (33)	48% (41)
Inform non-members of neighborhood jobs through postings/ announcements	25% (21)	31% (26)	44% (37)	47% (40)
Help local teenagers find jobs	24% (20)	38% (32)	36% (31)	49% (42)
Connect unemployed residents to the available jobs of employed residents	29% (25)	29% (25)	38% (32)	45% (38)
Have members mentor unemployed and/or recently employed residents	19% (16)	34% (29)	44% (37)	41% (35)

Note: "Uncertain" and "Refused" responses are not shown in this exhibit.

Association Interest in the Neighborhood Development Trust

To determine association interest in one major aspect of the project purpose, the sponsor created a series of questions to find out sampled association leaders' interest in a Neighborhood Development Trust. As described earlier, a Neighborhood Development Trust is designed to identify local investment opportunities and to provide entrepreneurs with the seed money to capitalize them through a fund supported by neighborhood associations.

Neighborhood associations were asked four questions to determine the degree and nature of their members' potential support for a Neighborhood Trust. These questions assessed an association's willingness to provide general support, join a governing board, invest in the Trust, or raise money for the Trust. Exhibit 16 indicates the responses of association leaders.

Exhibit 16: Association Support of the Neighborhood Development Trust

Question: If groups, such as yours, in your neighborhood were to start an economic development fund to stimulate job development and local businesses, would your members be willing to:

Level of Involvement:	Yes	No	Maybe	Refused
Support the Trust's development	62% (53)	14% (12)	20% (17)	4% (3)
Join the Trust board	48% (41)	14% (12)	29% (25)	4% (3)
Invest in the Trust	29% (25)	22% (19)	45% (38)	4% (3)
Raise money for the Trust	31% (26)	21% (18)	45% (38)	4% (3)

Note: Raw data in parentheses.

Sixty-two percent of the association leaders indicated that their members would support a Trust, and 48% said someone in their group would join the board. Twenty-nine percent indicated an interest in investing, and 31% were interested in raising money for the Trust. Of the association leaders who were uncertain about their members' commitments, 45 percent felt their members might invest or raise funds for the Trust. Twenty-nine percent of our sample answered affirmatively to all of the Trust questions about supporting, joining the board, investing and raising money for the Trust.

Conclusion

The interview data have provided important insights into the civic and economic capacities of associations located in the project focus area of this Chicago community case study. Responses from the associations suggest that many groups were already involved in significant community building activities, especially those that provide mutual care. Approximately 40 percent of the associations interviewed were currently working on social development activities. Of those associations not involved, over half (60%) were willing to get involved. For sampled associations, projects centered on youth and families had the most interest.

Association leaders reported the least amount of current activity in economic development projects; less than 10 percent of associations have ever worked with local businesses or area entrepreneurs. Despite their current lack of activity, 44 percent of the associations expressed an interest in getting more involved in economic development activities. Moreover, over 60 percent of neighborhood associations supported the development of a Neighborhood Development Trust.

Following the steps in this guide, the initiating project sponsor of this Chicago case study found ways to act upon the community building capacities of local associations functioning in their community. While one anticipated goal of this case study was to determine association interest in a Neighborhood Trust, the sponsor also identified other areas of interest to neighborhood associations, particularly

those that build upon the social and economic resources of local associations to improve residents' quality of life.

The final chapter of this guide introduces additional ways that the association mapping can be used to mobilize local resources for action.

CHAPTER FIVE
ADDITIONAL WAYS TO MOBILIZE LOCAL ASSOCIATIONS AROUND
COMMUNITY-BUILDING OPPORTUNITIES

The major challenge for sponsors of an association mapping process is how to mobilize local associations around community building opportunities. This final chapter will outline several approaches that can help to involve local associations in economic development and other community building projects.

Engage Local Associations in Community Economic Development Activities

1. *Link Associations with Local Businesses.* Your interview data might suggest that many association leaders want to work with local business owners. Your organization can work with local association leaders to set up collaborations around purchasing, storefront beautification, safety patrols, and parking with existing local businesses. Local associations could also consult with the local business council or individual business owners about recurring issues (e.g., loitering, litter, etc.) that negatively impact both businesses and the residents' quality of life.

Local associations can also work with local businesses to start "buy-local" campaigns through cooperative buying clubs and frequent buyer programs, provided these businesses reinvest a percentage of their earnings back in the neighborhood. Cooperative buying clubs can offer products, such as toiletries, paper goods, fresh produce, and the like at wholesale or discounted prices to resident members and to local churches. A frequent buying program would entice residents to spend a certain amount of money at a local establishment before receiving a discount or instant rebate. A resident discount card would assist owners in their identification of association members.

2. *Encourage Associations to Localize Job Training and Placement Activities.* Many associations might report a high level of interest in job training and placement of members. In addition, many respondents might be willing to work with newly employed and unemployed residents in their neighborhoods. Therefore, associations should also have access to job listings so that they can post or announce them at meetings. Since many associations might be willing to refer residents to available jobs, you might also work with these local leaders to network with pertinent agencies and businesses to receive this information. Your organization can also work with associations to identify potential candidates for local and regional employment opportunities.

While many associations may report a willingness to get involved in job training and placement on behalf of their membership, every member of their organization will not be interested in job training activities. Some members, however, may be interested in learning how to coach unemployed and newly employed residents, particularly around non-technical issues. This approach makes employment assistance available at the local level.

Identifying residents' employment skills and capacities is another significant component of job training and placement activities. You might want to work with local associations to conduct an Individual Capacity Inventory of the formal and informal work skills of their members or youth in the neighborhood. You may wish to explore this issue further using *A Guide to Mapping and Mobilizing the Economic Capacities of Local Residents* (1996)⁶ This guide will provide associations with a framework for interviewing residents, compiling information, and acting on resident capacities.

- 3. Prepare Associations for Microenterprise Development.** One powerful strategy for community economic development is microenterprise creation. Many of the associations you interview may express a willingness to identify, convene, and support local entrepreneurs. Your organization can involve association leaders and their members in a neighborhood effort to identify or nurture local entrepreneurship.

Associations can help your organization identify local entrepreneurs by hosting seminars or through private contact. Associations can take the lead in setting up local support centers or circles of support for new entrepreneurs. Several groups in the United States specialize in helping low-income residents start their own businesses. The Association for Enterprise Opportunity is a consortium of organizations that specialize in providing self-employment training. They are located at 320 N. Michigan Avenue, Chicago, IL 60601. Their telephone number is (312) 357-0177. A related organization, the Self-Employment Learning Project of the Aspen Institute, publishes the *Directory of Microenterprise Programs*. This guide lists by region programs that offer self-employment training. It gives details about the organizations, what populations they serve, whether loan funds are available, and what their programs and resources include. They can be contacted at Publications Office, P.O. Box 222, Queenstown, MD 21658.

Figuring out exactly what businesses might be successful in your community is another component of enterprise development. Therefore, you may wish to explore this issue further using both *A Guide to Mapping Local Business Assets and Mobilizing Local Business Capacities* (1996), and *A Guide to Mapping Local Consumer*

⁶ To obtain the community building workbooks referenced in this chapter, contact ACTA Publications 4848 North Clark Street Chicago, IL 60640. You can also telephone them at (800) 397-2282 or (773) 271-1030.

Expenditures and Mobilizing Consumer Expenditures Capacities (1996).⁷ These guides will help you identify what businesses are located in your community, and exactly which products and services your local residents and local businesses would prefer to purchase.

4. **Convene Issue Groups.** Finally, your organization can provide the space and opportunity for interested associations to develop their own economic development initiatives. Specific activities might include a series of discussions exploring, for example:
 - ⇒ Peer support groups. Peer support groups might consist of association members who discuss employment prospects and provide each other with referrals. Members of these groups might also discuss buying decisions, and pool their resources for necessary purchases.
 - ⇒ “Buy Local” campaigns. A Buy Local campaign might consist of neighborhood-wide marketing efforts designed to encourage residents to patronize only area business establishments. Associations can cooperate with local businesses to establish buying incentives, such as discounts or coupons.
 - ⇒ Local purchasing councils with institutional partners. Local purchasing councils with institutional partners might consist of special collaboratives between local associations and formal institutions—such as schools or recreational centers—to purchase bulk consumer goods at discounted rates. A local buying cooperative or wholesale club would an example of this type of economic activity.
 - ⇒ Investment Clubs. Investment clubs might consist of associations and their members who have an interest in asset and equity development through group or individual stock purchases.

Support Initiatives Around Neighborhood Improvement

1. ***Set the Stage for a “Council of Associations.”*** Associations should have decision making power when it comes to any redevelopment plan that might affect their neighborhood. A Council of Associations composed of leaders from various types of local associations can be the vehicle for bringing together diverse interests within the community, and allowing them to thrash out their own differences. With some experience, this group could become a principal partner in community development initiatives.
2. ***Publicize the Activities of Associations That Want Publicity.*** Some associations may not want media or other attention. Some associations, however, may be doing excellent work and just never have thought that others

⁷ See footnote 5 for information on how to purchase these community building workbooks.

would be interested. Through its network of contacts, your organization could provide opportunities for interested associations to use local cable access channels, radio and print media to promote group events and successes.

Another possibility might involve working with local associations to develop a community newsletter that is disseminated to city, and national agencies, and businesses. The newsletter can be a vehicle to advertise resident skills and capacities, as well as association activities and challenges. Since many local businesses have limited marketing funds, local businesses, for a small fee, can feature products, or discounts on products/services. Citywide agencies and businesses can also sponsor pages that feature their services or advertise job opportunities.

3. ***Encourage the Development of Regular Marketplaces for Discussion of Neighborhood Improvement Projects.*** As more associations are identified, a Neighborhood Marketplace – a series of weekly or monthly area gatherings - could become a mechanism for convening residents of all ages, professions, interests, and capacities. Individual skills can be showcased as retired residents sponsor training workshops, individuals become connected to trade support groups, and younger residents realize the value of work and community service in their lives.

Involve Local Associations in Mutual Support Projects

1. ***Encourage Associations to Recruit Local Youth into Activities.*** Since many associations have limited youth membership, members of these groups could canvass their neighborhoods, and invite local youth to participate. These efforts not only serve to increase youth involvement in local activity, but also expose them to working and retired adults. Associations can nurture local youth through mentoring and career fairs. Associations can also encourage local businesses to set up internships or apprenticeships for youth. Local groups that steer youth into positive activity can sponsor community service projects, such as façade improvements, and clean-up days.
2. ***Use Technology to Build Relationships between Associations and other Community Stakeholders.*** Your organization could work with associations to develop a dynamic neighborhood network. Community or neighborhood networks have been in existence since the 1980s through electronic community bulletin board services (BBS). Since the 1980s, the information age has rapidly developed offering individual access to email, “virtual office” space, and the internet. Your organization can help associations take the lead on how to use neighborhood information to strengthen both the commerce of groups and the individual capacities of residents.

For example, once an intranet, or internet network is established, one can provide each local association or business with limited space on the network to create and maintain their own Web Page. In addition to association data, a community network can host Web sites for citywide services, job training curricula, and business ventures. Obviously, groups should be cautious about the use of technology to build relationships. The presence of local associations in your community indicates that neighbors are still interacting face-to-face. Your community network should be positioned and offered as *one of many* tools that might be helpful in your efforts.

These are some suggested options and methods for engaging local associations in community building initiatives. The principal theme in all the suggestions is that local residents and their organizations must propel the process. Associations and individuals must be allowed the space and time to develop, communicate, and act upon the unique perspective they have of their own communities. This is the only way to achieve true community development and unleash the capacities of local associations.

APPENDICES

Note to Appendices 1 through 4: The following materials are provided as examples and for information only. Their specific design is relevant only to the projects for which they were developed and they should not be used as exact models for other programs. Please feel free to extract ideas from these examples, but remember that association-mapping materials should always be tailored to the neighborhood conducting the mapping process and to the specific goals it has established.

APPENDIX 1
SAMPLE CHURCH FIELD QUESTIONNAIRE

Please list the names of groups here and provide information on when they meet (e.g., First Wed. of month at 6:00 p.m.) and who may join (anyone in the community or just congregation/parish members). If you run out of space, please use the back of the page. See attached reference list for ideas and examples of groups.

CHURCH NAME: _____

PERSON COMPLETING SURVEY: _____

TELEPHONE NUMBER: _____

	When Does it Meet?	Who May Join?	Name and Phone# of Contact Person
I. Groups sponsored. by the Church:			
II. Groups that use the Church as a meeting place:			
III. Annual events, other information, comments, suggestions?			

APPENDIX 2
SAMPLE TELEPHONE INTERVIEW INSTRUMENT

I'd like to start by asking you some general questions about the groups and clubs that might exist in your neighborhood. When I say "group", I am referring to more than one individual who gets together on a regular basis for a specific purpose and where most of the work is done by volunteer members and not by paid staff.

Q1. Not including religious groups, can you name any groups or clubs in your neighborhood that you know about or have ever participated in, either now or in the past?

- YES 1
NO 2 [SKIP TO Q2]
UNCERTAIN 3 [SKIP TO Q2]
REFUSED 4 [SKIP TO Q2]

Q1A. What are the names of these groups or clubs?

[IF RESPONDENT FORGETS THE NAME OF THE GROUP OR CLUB, ASK FOR A DESCRIPTION OF THE GROUP'S PURPOSE AND WRITE THAT DOWN.]

[PROBE RESPONDENT FOR THE GROUP'S CONTACT INFORMATION : PRESIDENT, PHONE, MEETING PLACE, TIME AND/OR REFERRAL OR SOMEONE WHO ALSO KNOWS ABOUT THE GROUP.]

1. _____

a. If we wanted to contact this group for the purpose of improving the neighborhoods, how would we reach them?

2. _____

a. If we wanted to contact this group for the purpose of improving the neighborhoods, how would we reach them?

3. _____

a. If we wanted to contact this group for the purpose of improving the neighborhoods, how would we reach them?

4. _____

a. If we wanted to contact this group for the purpose of improving the neighborhoods, how would we reach them?

Q2. Is there (any other) a neighborhood organization or block club in your neighborhood?

[IF RESPONDENT ASKS FOR A DEFINITION: "A neighborhood organization deals with specific problems occurring in your particular community or on the streets around you." "A block club is an organization that deals with specific problems occurring on your particular street or streets around you."]

- YES 1
- NO..... 2 [SKIP TO Q3]
- UNCERTAIN 3 [SKIP TO Q3]
- REFUSED 4 [SKIP TO Q3]

Q2A. What is the name of the (block club)(neighborhood organization)?

[IF RESPONDENT DOESN'T REMEMBER THE NAME OF THE ORGANIZATION, ASK THE RESPONDENT FOR A DESCRIPTION AND WRITE THAT DOWN.]

[PROBE RESPONDENT FOR THE GROUP'S CONTACT INFORMATION – PRESIDENT, PHONE, MEETING PLACE, TIME AND/OR REFERRAL OR SOMEONE WHO ALSO KNOWS ABOUT THE GROUP.]

1. _____

a. If we wanted to contact this group for the purpose of improving the neighborhoods, how would we reach them?

Q3. Do you know about any church groups in our neighborhood?

- YES 1
- NO..... 2 [SKIP TO Q4]
- UNCERTAIN 3 [SKIP TO Q4]
- REFUSED 4 [SKIP TO Q4]

Q3A. What are the names of these church groups?

[IF RESPONDENT FORGETS THE NAME OF A CHURCH GROUP, ASK THE RESPONDENT FOR A DESCRIPTION OF THE GROUP'S PURPOSE AND WRITE THAT DOWN.]

1. _____

a. What is the name and address of the church sponsoring this group?

2. _____

a. What is the name and address of the church sponsoring this group?

Q4. Have you ever been involved, as a member or non-member, in any church groups in your neighborhood either now or in the past?

[IF RESPONDENT FORGETS THE NAME OF THE GROUP OR CLUB, ASK THE RESPONDENT FOR A DESCRIPTION OF THE GROUP'S PURPOSE AND WRITE THAT DOWN.]

[PROBE RESPONDENT FOR THE GROUP'S CONTACT INFORMATION – PRESIDENT, PHONE, MEETING PLACE, TIME AND/OR REFERRAL OR SOMEONE WHO ALSO KNOWS ABOUT THE GROUP.]

A. Anti-crime groups, such as Neighborhood Watch, Stop the Violence group or other such groups?

- YES 1
- NO 2 [SKIP TO B]
- UNCERTAIN 3 [SKIP TO B]

1. What are the names of these groups or clubs?
a. _____

1. Could you tell us how to contact this group and its leaders?

b. _____

1. Could you tell us how to contact this group and its leaders?

B. Athletic or recreational groups?

- YES 1
- NO 2 [SKIP TO C]
- UNCERTAIN 3 [SKIP TO C]

1. What is the name of these groups or clubs?
a. _____

1. Could you tell us how to contact this group and its leaders?

b. _____

1. Could you tell us how to contact this group and its leaders?

C. Artistic or cultural groups, like a choir, drama, art club, or other such groups?

- YES 1
- NO 2 [SKIP TO D]
- UNCERTAIN 3 [SKIP TO D]

1. What are the names of these groups or clubs?
 a. _____

1. Could you tell us how to contact this group and its leaders?

b. _____

1. Could you tell us how to contact this group and its leaders?

D. Business or professional groups?

YES..... 1
 NO..... 2 [SKIP TO E]
 UNCERTAIN 3 [SKIP TO E]

1. What are the names of these groups or clubs?
 a. _____

1. Could you tell us how to contact this group and its leaders?

b. _____

1. Could you tell us how to contact this group and its leaders?

E. Neighborhood improvement groups, such as a community outreach association, tenant group, a community / government commission, or other such groups?

YES..... 1
 NO..... 2 [SKIP TO F]
 UNCERTAIN 3 [SKIP TO F]

1. What are the names of these groups or clubs?
 a. _____

1. Could you tell us how to contact this group and its leaders?

b. _____

1. Could you tell us how to contact this group and its leaders?

F. Self-help or support groups, like an AA, Al Anon, Narcotics Anonymous, or others?

YES..... 1
 NO..... 2 [SKIP TO G]
 UNCERTAIN 3 [SKIP TO G]

1. What are the names of these groups or clubs?
a. _____

1. Could you tell us how to contact this group and its leaders?

b. _____

1. Could you tell us how to contact this group and its leaders?

G. Special interest groups, such as a men’s or women’s group, senior citizen group, veteran organization, environmental clubs, or other such groups?

YES 1
NO 2 [SKIP TO H]
UNCERTAIN 3 [SKIP TO H]

1. What are the names of these groups or clubs?
a. _____

1. Could you tell us how to contact this group and its leaders?

b. _____

1. Could you tell us how to contact this group and its leaders?

H. Youth groups?

YES 1
NO 2 [SKIP TO Q6]
UNCERTAIN 3 [SKIP TO Q6]

1. What are the names of these groups or clubs?
a. _____

1. Could you tell us how to contact this group and its leaders?

b. _____

1. Could you tell us how to contact this group and its leaders?

Q6. Some groups are connected to neighborhood institutions, such as schools, parks and libraries. Can you please tell me if you, your children, or someone you know have ever participated in any groups that meet at or are sponsored by the following institutions?

[IF RESPONDENT FORGETS THE NAME OF THE GROUP OR CLUB, ASK THE RESPONDENT FOR A DESCRIPTION OF THE GROUP'S PURPOSE AND WRITE THAT DOWN.]

[PROBE RESPONDENT FOR THE GROUP'S CONTACT INFORMATION – PRESIDENT, PHONE, MEETING PLACE, TIME AND/OR REFERRAL OR SOMEONE WHO ALSO KNOWS ABOUT THE GROUP.]

A. Your local school?

YES 1

What (is) (are) the name(s) of (this)(these) group(s) and what is the name of the school(s)?

NO 2
 UNCERTAIN 3
 REFUSED 9

B. Your local park district?

YES 1

What (is) (are) the name(s) of (this)(these) group(s) and what is the name of the park district(s)?

NO 2
 UNCERTAIN 3
 REFUSED 9

C. Your local library?

YES 1

What (is) (are) the name(s) of (this)(these) group(s) and what is the name of the library(s)?

NO 2
 UNCERTAIN 3
 REFUSED 9

D. A community center?

YES 1

What (is) (are) the name(s) of (this)(these) group(s) and what is the name of the community center(s)?

NO..... 2
 UNCERTAIN 3
 REFUSED 9

E. Your local police district?

YES..... 1

What (is) (are) the name(s) of (this)(these) group(s) and what is the name of the police district(s)?

NO..... 2
 UNCERTAIN 3
 REFUSED 9

F. Your local political organization?

YES..... 1

What (is) (are) the name(s) of (this)(these) group(s) and what is the name of the political organization(s)?

NO..... 2
 UNCERTAIN 3
 REFUSED 9

G. Your local hospital?

YES..... 1

What (is) (are) the name(s) of (this)(these) group(s) and what is the name of the local hospital(s)?

NO..... 2
 UNCERTAIN 3
 REFUSED 9

Q7. Now, I'd like to finish by asking some background questions.

Do you presently own or rent your home?

OWN..... 1
 RENT..... 2
 REFUSED 9

Q8. How long have you lived at this residence? [RECORD MONTHS IF LESS THAN 1 YEAR]

_____ MONTHS _____ YEARS

Q9. In what year were you born? _____
 REFUSED 9

Q10. Do you attend church in your neighborhood?
 YES..... 1
 a. What denomination? _____
 NO..... 2
 UNCERTAIN 3
 REFUSED 9

Q11. Finally, can we call you back in case we'd like to find out more about the local groups you've identified?
 YES.....1
 a. VERIFY TELEPHONE NUMBER _____
 b. VERIFY NAME OF RESPONDENT _____
 NO..... 2
 UNCERTAIN 3

Thank you very much for your time.

GENDER Female.....0 Male.....1

APPENDIX 3

SAMPLE ASSOCIATION IN-DEPTH INTERVIEW INSTRUMENT

ASSOCIATION NAME: _____

NAME OF PERSON BEING INTERVIEWED: _____

POSITION OF PERSON BEING INTERVIEWED: _____

CONTACT NUMBER: _____

INTERVIEWER: _____

I am involved in a project in [NAME OF YOUR COMMUNITY] with [NAME OF YOUR ORGANIZATION], in cooperation with [APPLICABLE PARTNERS]. [NAME OF YOUR ORGANIZATION] is a community based organization working to improve the quality of life in [NAME OF YOUR COMMUNITY]. We've learned about your group from other community residents or leaders. I have a series of questions that I'd like to ask you about the work your group does and how it contributes to the good of your community. The questions are very general and you are free to skip any that you'd rather not answer.

I. ASSOCIATION DEVELOPMENT AND SIGNIFICANT ACCOMPLISHMENTS

First, I'd like to ask you about how your group got started and some of the accomplishments of your group.

1. Who started this group?	
2. When did your group get started and what was the primary reason for getting started?	
2a. (If not mentioned in Question 2, ask this question) Did any other group help your group get started?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
3. What do you think are the two most significant accomplishments of your group to date?	
4. Has your group helped any other groups get started? (a) <i>If yes, which one(s)?</i>	0=NO 1=YES (ASK 4a) 2=UNCERTAIN 4=REFUSED
4a. If yes, which one(s)?	

II. GENERAL MEMBERSHIP CHARACTERISTICS

Next, I'd like to ask you about the membership and organization of your group.

5. How many members does your group currently have?	
5a. Out of 100%, what percentage of your membership would you say lives in the neighborhood?	
6. Can you describe the type of person who tends to join your group (i.e. personality, careers, interests, etc.)?	

Now, I'm going to mention a variety of general characteristics about members of organizations. Can you tell me what percentage of your membership would fit the following criteria? We'd ask that you give a close estimate.

7. In terms of age, what percentage of members of your groups would you say are:	Under 21: 21 - 40: Over 40: Over 60:
8. In terms of gender, what percentage of your members are:	Male: Female:
9. In terms of education, what percentage of your members would you say are:	High School Graduates: College Graduates: Professional Graduates:
10. With regards to residence, what percentage of your members are:	Homeowners: Renters: In Transient:
11. Is there any thing else significant that you'd like to mention about your membership?	

III. MEMBERSHIP STRUCTURE

I'm going to ask you a few questions about the structure of your group.

12. How often does your group meet?	
13. Where are your group meetings held?	
14. Do you have any officers in your group?	0=NO 1=YES (ASK 14a & 14b) 2=UNCERTAIN 4=REFUSED
14a. What officers do you have?	
14b. Are you the current president or chair? (If no, may I have his/her telephone number for future contact)	
15. Does your group have a budget?	0=NO 1=YES (ASK 15a & 15b) 2=UNCERTAIN 4=REFUSED
15a. What is your annual budget?	
15b. Where does it come from?	
16. Do you have any paid staff involved in this group?	0=NO 1=YES (ASK 16a) 2=UNCERTAIN 4=REFUSED
16a. How many?	

IV. ASSOCIATION ACTIVITIES

At this point, I'd like to ask you about the current activities of your group.

17. What are the main activities that your group currently engages in? <i>(Probe here for concrete examples. Ask respondent to be specific about the activities they mention. Always ask "Are there any others you'd like to mention?" after each pause.)</i>			
18. Now, I'm going to review the activities you mentioned in Question 17 and ask which ones benefit the larger community and not just your members. <i>(Here the interviewer should mention the activities mentioned in Q17)</i>	<u>Activity Description</u>	<u>Benefit the Community</u>	<u>In what way?</u>

V. COLLABORATIONS WITH OTHER NEIGHBORHOOD ASSOCIATIONS

I'd like to ask you a series of questions about your group's relationship with other groups in and outside of the community.

19. Is your group a local chapter of a statewide or national organization?	0=NO 1=YES (ASK 19a) 2=UNCERTAIN 4=REFUSED
19a. What is the name of that organization?	
20. Is your group a member of any coalition of groups?	0=NO 1=YES (ASK 20a & 20b) 2=UNCERTAIN 4=REFUSED
20a. What is the name of the coalition?	
20b. What are the issues you are (were) working on?	
21. Have there been any neighborhood issues or problems that your group has worked on?	0=NO 1=YES (ASK 21a) 2=UNCERTAIN 4=REFUSED
21a. What were the issues?	
22. Is your group <u>currently working</u> with any other groups or clubs in your neighborhood?	0=NO 1=YES (ASK 22a, 22b, 22c) 2=UNCERTAIN 4=REFUSED
22a. Which ones?	
22b. What are the issues you're working on?	
22c. What will be (has been) the result of your collaboration?	

23. Has your group <u>ever worked</u> with any other groups or clubs in your neighborhood in the past?	0=NO 1=YES (ASK 23a, 23b, 23c) 2=UNCERTAIN 4=REFUSED
23a. Which ones?	
23b. What were the issues you were working on?	
23c. What was the result of your collaboration?	
24. Looking towards the future, is your group planning to work on any new activities which would help improve your neighborhood?	0=NO 1=YES (ASK 24a) 2=UNCERTAIN 4=REFUSED
24a. What are they?	

25. Has your group currently or in the past worked with the following organizations:

a. [ORGANIZATION 1]	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
If yes, what were you working on?	
b. [ORGANIZATION 2]	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
If yes, what were you working on?	

VI. INVOLVEMENT IN THE LOCAL ECONOMY

Next, I'd like to ask you a series of questions about your group's involvement in local economic activity.

26. Has your group ever raised money by selling something or delivering a service?	0=NO 1=YES (Ask 26a) 2=UNCERTAIN 4=REFUSED
26a. In what way?	
27. Has your ever group done anything to support the business ventures of your members?	0=NO 1=YES (Ask 27a) 2=UNCERTAIN 4=REFUSED
27a. In what way?	
28. Has your group ever been involved in any activities that support local businesses?	0=NO 1=YES (Ask 28a) 2=UNCERTAIN 4=REFUSED
28a. In what way?	

29. Has your group ever gotten people jobs? YES NO UNCERTAIN	0=NO 1=YES (Ask 29a) 2=UNCERTAIN 4=REFUSED
29a. In what way?	
30. Has your group ever been involved in any activities that improve the local economy?	0=NO 1=YES (Ask 30a) 2=UNCERTAIN 4=REFUSED
30a. In what way?	

Now, I'm going to mention a variety of ways that groups involve themselves in local economic activity, specifically in terms of starting new businesses, supporting local businesses, finding jobs for local people and participating in a neighborhood trust.

31. IN TERMS OF STARTING AND SUPPORTING NEW BUSINESSES, WOULD YOUR GROUP BE WILLING TO:

Type of Economic Activity	Has your group already done so?	If so, what have you done?	For those not currently involved, are you willing to do so?	Are you willing to meet with other groups on this project?
(A) Join in a neighborhood effort to start or attract new businesses to the neighborhood?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(B) Buy at a new business in the neighborhood?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(C) Invest in a new business in the neighborhood?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(D) Any Other Projects?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED

32. IN TERMS OF SUPPORTING AND STRENGTHENING EXISTING BUSINESSES, WOULD YOUR GROUP BE WILLING TO:

Type of Economic Activity	Has your group already done so?	If so, what have you done?	For those not currently involved, are you willing to do so?	Are you willing to meet with other groups on this project?
(A) Join in a neighborhood effort to buy at local businesses?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(B) Join in a neighborhood effort to improve the general business climate (i.e., storefront/block beautification, safety patrols, parking)?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(C) Invest in the expansion of existing neighborhood businesses?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(D) Join in a neighborhood effort to get banks to provide credit to local businesses?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(E) Join in a neighborhood effort to close local businesses that negatively impact the surrounding community?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(F) Any Other Projects	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED

33. IN TERMS OF TRAINING, MATCHING AND FINDING JOBS FOR LOCAL RESIDENTS, WOULD YOUR GROUP BE WILLING TO:

Type of Economic Activity	Has your group already done so?	If so, what have you done?	For those not currently involved, are you willing to do so?	Are you willing to meet with other groups on this project?
(A) Join in a neighborhood effort to start a job training program?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(B) Participate in or inform your members of an existing job training program in your neighborhood?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(C) Participate in an inventory of job skills and interests of your members and local residents?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(D) Assist local employers in their job placement efforts?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(E) Directly recruit members and local residents for available jobs?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(F) Inform your members of neighborhood jobs through postings?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(G) Inform local residents, non-members, of local jobs through postings?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(H) Encourage your members to help local teenagers find jobs?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(I) Encourage your members who are employed to connect unemployed residents to their employers if jobs are available?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(J) Encourage your members who are employed to mentor unemployed or newly employed residents?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
(K) Any Other Projects?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED

VII. SUPPORT FOR A NEIGHBORHOOD DEVELOPMENT TRUST

Now, I'd like to ask you about your group's willingness to participate in and support a neighborhood trust.

34. If groups, such as yours, in your neighborhood were to start an economic development fund to stimulate job development and local businesses, would your members be willing to support it?
 0=NO 1=YES 2=UNCERTAIN 4=REFUSED

If yes or maybe, ask Qs. (a), (b) and (c),

- a. Would your members join the board of this new organization to determine how funds will be used?
 0=NO 1=YES 2=UNCERTAIN 4=REFUSED
- b. Would your members invest money in the fund?
 0=NO 1=YES 2=UNCERTAIN 4=REFUSED
- c. Would you members raise money for this fund?
 0=NO 1=YES 2=UNCERTAIN 4=REFUSED
35. If businesses in your neighborhood were to start a council to stimulate economic development, would your members be willing to support it?
 0=NO 1=YES 2=UNCERTAIN 4=REFUSED

VIII. WORK ON NEIGHBORHOOD PROJECTS

We're going to change the topic here and talk about ways in which local people help one another. More specifically, I am going to mention a variety of community building projects and ask about your group's involvement in them.

36. IN TERMS OF THE FOLLOWING NEIGHBORHOOD PROJECTS, COULD YOU PLEASE TELL ME IF YOUR GROUP IS CURRENTLY INVOLVED IN THIS TYPE OF PROJECT OR WOULD BE WILLING TO GET INVOLVED?

Type of Neighborhood Project	Has your group already done so?	If so, what have you done?	For those not currently involved, are you willing to do so?	Are you willing to meet with other groups on this project?
A. Beautifying your neighborhood	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
B. Working with youth	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
C. Working with the elderly	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
D. Working with people who are disabled	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
E. Working with people who are receiving public assistance	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
F. Working with ex-convicts	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
G. Supporting and strengthening families	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
H. Tutoring local youth	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
I. Tutoring local adults	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
J. Improving health in your neighborhood	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED

IX. WORK ON NEIGHBORHOOD CHALLENGES

37. NOW, I'M GOING TO LIST A NUMBER OF **ISSUES** THAT ARE CURRENTLY AFFECTING NEIGHBORHOODS. COULD YOU PLEASE TELL ME IF YOUR GROUP IS CURRENTLY ADDRESSING THIS ISSUE OR IF THEY WOULD BE WILLING TO GET INVOLVED.

Type of Neighborhood Challenge	Has your group already done so?	If so, what have you done?	For those not currently involved, are you willing to do so?	Are you willing to meet with other groups on this project?
A. Teenage Pregnancy	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
B. Child Abuse	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
C. Drug Abuse	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
D. Domestic Violence	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
E. Youth Gangs	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
F. Neighborhood Crime	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED
G. Neighborhood Illiteracy	0=NO 1=YES 2=UNCERTAIN 4=REFUSED		0=NO 1=YES 2=UNCERTAIN 4=REFUSED	0=NO 1=YES 2=UNCERTAIN 4=REFUSED

X. INTEREST IN A NEIGHBORHOOD PLAN

Now, I would like to ask you about your group's participation in efforts to improve the overall welfare of your neighborhood.

38. Would your group be willing to join with other groups to develop a ten year plan for this neighborhood?

0=NO 1=YES 2=UNCERTAIN 4=REFUSED

If yes, or maybe, ask:

- (a) What special contribution could your group make to this plan?

XI. RELATIONSHIP WITH LOCAL INSTITUTIONS

Finally, I'd like to ask you about your relationship with other local institutions, including the government.

39. HAS YOUR GROUP EVER BEEN INVOLVED OR WORKED WITH ANY OF THE FOLLOWING LOCAL INSTITUTIONS:

Type of Local Institution	Ever Worked	If yes, in what way?
A. Your Local Parks	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
B. Your Local Schools, including local school councils?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
C. Your Local Library?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
D. Your Local Social Service Agency?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
E. Your Local Hospital?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
F. Your Local Police District?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
G. Neighborhood Organizations?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
H. Neighborhood community, economic development corporations?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
I. Your Local Chamber of Commerce?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
J. Local Churches?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
K. Local Banks?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	

40. HAS YOUR GROUP EVER BEEN INVOLVED WITH ANY OF THE FOLLOWING:

Type of Elected Official/Office	Ever Worked?	If yes, in what way?
A. Your local alderman?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
B. Your local state representatives or senators?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
C. Your local Congressman?	0=NO 1=YES 2=UNCERTAIN 4=REFUSED	
41. Has your group ever been involved in voter registration efforts?		0=NO 1=YES (ASK 41a) 2=UNCERTAIN 4=REFUSED
41a. If yes, in what way?		
42. Has your group ever supported an electoral candidate?	0=NO 1=YES (ASK 42a) 2=UNCERTAIN 4=REFUSED	
42a. If yes, in what way?		

THANK YOU VERY MUCH FOR YOUR TIME.