



**THE**  
**NEIGHBORHOOD**  
**ASSOCIATION**  
**HANDBOOK**

The logo for Kirkland Neighborhood Services features a row of colorful, stylized houses in various colors (red, blue, green, yellow) with white roofs and windows. The word "KIRKLAND" is written in large, bold, orange letters across the middle of the houses. Below it, the words "Neighborhood Services" are written in a smaller, black font. A small white building with a portico is visible on the right side of the house row.

# Table of Contents

<b>Introduction</b>	<b>The Importance of Neighborhoods</b>	<b>3</b>
<b>Chapter 1</b>	<b>Organizing or Revitalizing Your Neighborhood</b>	
	Why Organize?	4
	Membership	5
	Organizing a Neighborhood Association	5
	Mobilizing the Organizing Committee	5
	The First General Meeting	8
	Maintaining Your Neighborhood Association	8
<b>Chapter 2</b>	<b>Creating the Formal Structure</b>	
	Employer Identification Number	11
	Articles of Incorporation	11
	Bylaws	11
	Combination Articles of Incorporation and Bylaws	12
	Nonprofit and Tax Exempt Status	12
	Bank Accounts	12
	Bookkeeping	13
<b>Appendices</b>		
<b>A</b>	<b>Getting to Know Your Neighbors</b>	<b>14</b>
<b>B</b>	<b>Solving Neighborhood Problems</b>	<b>16</b>
<b>C</b>	<b>Neighborhood Map</b>	<b>18</b>
<b>D</b>	<b>Conducting a Good Meeting</b>	<b>19</b>
<b>E</b>	<b>Producing a Newsletter</b>	<b>23</b>
<b>F</b>	<b>Sample Articles of Incorporation and Bylaws</b>	<b>26</b>
<b>G</b>	<b>Sample Application for Employer Identification Number</b>	<b>33</b>
<b>H</b>	<b>Sample Application to form a Profit Corporation</b>	<b>35</b>
<b>I</b>	<b>Sample Application to form a Nonprofit Corporation</b>	<b>36</b>

## Introduction The Importance of Neighbors

One of the great pleasures of adulthood is the recognition that we can have a tremendous influence on the character and quality of our neighborhoods. If we believe that we all desire the same things—security, privacy, beauty, belonging—we feel empowered to reach out and affect that small part of the world, which is ours to shape.

Neighborhoods are the heart of a city. For many people, the neighborhood they live in is as important as the house they live in. Most neighborhoods have clearly identifiable characteristics in terms of housing types, appearance, “neighborliness,” and safety. These characteristics affect the value of the houses in the area as well as the desirability of living in the neighborhood. There are, therefore, both emotional and economic benefits to having friendly, safe, and attractive neighborhoods.

If you want to preserve or enhance your neighborhood, you must first get to know it. Begin by walking your neighborhood. You will notice the small, but significant, details that make your neighborhood unique.

**Notice the different housing styles**—Notice the ages of the homes. Does there seem to be a unifying element to your neighborhood—waterfront homes, mountain views, a central park, a busy street? Try to find out which houses or structures have historical or cultural significance.

**Notice the characteristics of neighborliness**—Notice the absence or presence of porches, privacy fences, sidewalks, children, pedestrians. Do you see people outside gardening jogging, biking, and walking for pleasure? What schools, churches, institutions, businesses and natural amenities are parts of your neighborhood? How do they contribute or detract from its “neighborly” feel?

**Notice the people**—Do some streets have higher concentrations of seniors or families with young children? Who are the respected elders in the neighborhood? Are there families new to America?

**Notice safety issues**—Are there sidewalks, streetlights, bike lanes, well-marked crosswalks? Are hedges and branches trimmed back from the sidewalks and intersections? Are walkways well maintained? Are speed limits and pedestrian laws enforced?

**Finally, notice whether your neighborhood already has a political presence in the city**—Who are the acknowledged community leaders? What is the history of involvement in your neighborhood. Perhaps much of the groundwork has already been laid!

Once you have assessed your neighborhood's strengths and challenges, you will be ready to engage your neighbors in the truly satisfying work that lies ahead.

This handbook is intended to provide some ideas for working with your neighbors to improve and maintain the quality of life in your neighborhood. We celebrate the fact that each Kirkland neighborhood is different, and we acknowledge that each neighborhood association will be a reflection of its unique constituents.

## Chapter 1 Organizing or Revitalizing Your Neighborhood

The first step in organizing your neighborhood is to begin with an honest assessment of what you want to accomplish and how much time and energy you are willing to put forth to achieve it. Generally, there are three approaches to improving neighborhood quality of life. These three approaches are outlined below, organized in order of increasing involvement:

- 1) Get to know some of your immediate neighbors (*see Appendix A*).
- 2) Pursue finding solutions for one or two specific problems (*see Appendix B*).
- 3) Organize or revitalize an ongoing neighborhood association that will deal with a variety of issues—including the above—as they arise.

### Why Organize?

Neighborhood associations draw citizens together in a working and social relationship which can enhance livability in a variety of ways. Neighborhood associations can offer many things, among them:

- 1) Advocacy and Communication
  - Representing the neighborhood in communication with the City Council and staff
  - Identifying issues and advocating solutions to local problems
  - Providing the City with direct communication with concerned citizens about upcoming issues.
- 2) Study and Planning
  - The association can offer valuable input to the City on neighborhood planning in areas like land use, utilities, traffic, and public works projects.
- 3) Public Safety
  - The function of the Police Department depends upon interaction with and knowledge of the community.
  - Addressing local enforcement problems.
- 4) “Small-Town Atmosphere” and Livability
  - Promoting personal interaction and strengthening the social fabric of the community.
  - Using community volunteers, associations help neighborhoods move from talk to action in tasks of some immediacy, like block watches, park and roadside clean up and the like.

## Membership

There are three bodies of membership within a neighborhood association:

**General Membership** includes any interested person who lives within the boundaries as specified by the neighborhood association's by-laws. General membership may also include those who work or do business in your neighborhood.

**Committees** are the task-related groups of the general membership, working on a particular project or issue. Some committees meet for a specified project and end when the project is over, while others are ongoing. Committees report to the Executive Board.

**Executive Board** is the governing body of the neighborhood association. The board is made up of the officers, as stated in the by-laws, and is the day-to-day decision-making body for the general membership. Officers are elected from the general membership and serve a specific time period. Meetings of the Executive Board are held regularly, usually at least once a month.

## Organizing a Neighborhood Association

Often, groups organize or revitalize because of a sudden crisis or issue which galvanizes the local citizenry. Hopefully, you are thinking of organizing as a proactive measure.

Whatever the motivation, before you begin:

- Consider the character and needs of your neighborhood. If the association serves the residents' interests and priorities, it will not be hard to get members. If, however, it appears that the organizers have a particular axe to grind, it may be hard to attract or keep members.
- In inviting people to the organizational meeting, consider what issues might appeal to residents of your neighborhood. Possibilities include traffic and pedestrian issues, water and drainage problems, health and safety concerns, community beautification issues, or parks development.
- Make full use of volunteers. When people offer to help, enlist their services in a timely manner. Neighborhood associations are grass roots organizations that depend on volunteers. Bringing more people into a role of responsibility for the organization will make it easier to organize and to sustain over the years.

## Mobilizing the Organizing Committee

To help mobilize an organizing committee, find some neighborhood leaders to serve as the organizing committee. Make a list of people who've been involved in charitable fund drives, political campaigns, hearings at City Hall, sports organizations, children's activities, PTSA, or are otherwise community-minded citizens. Particular expertise is not required; if you care enough to be reading this book, you are already a neighborhood leader!

### Telephone or visit each person on your list

Tell them about your ideas for a new or existing neighborhood association and what positive impacts it might have. Ask what community issues are of concern to them. Ask for their suggestions about others who might serve on this organizing committee. Tell them that you will call soon about a meeting to discuss the idea with other neighbors. Remember to give your name and telephone number in case they want more information or to refer others.

When you have talked to everyone on your list of neighborhood leaders and have at least six to eight interested parties, call a meeting of this initial organizing committee about two weeks later. If you wait too long, people begin to lose enthusiasm. The meeting, which is usually held in a private home, should be informal and friendly.

### **Hold a preliminary organizing committee meeting**

This organizing committee is an important group. At the meeting, first make sure that everyone is properly introduced and comfortably seated. Consider providing light refreshments.

Familiarize your group with the neighborhood's boundaries. This handbook contains a map of the commonly understood neighborhoods in Kirkland as stated in the Comprehensive Plan (*see* Appendix C). Neighborhood grants, the Neighborhood Connection program, and other City programs are provided to neighborhoods based upon the boundaries designated in the Comprehensive Plan. A copy of the plan can be reviewed during City Hall hours at the Planning Department front desk.

Plan the agenda for the first general purpose meeting. A prototype agenda appears in "The First General Meeting" section below (*see also* Appendix D). As an organizing committee, you need to provide topics for discussion that appeal to people as a reason to get together.

Agree on a place and time to hold the first general meeting. Estimate the number of people you expect, then look for a meeting space to fit that number. When possible, book the space for a second meeting about a month after the initial meeting date. That way, you can announce the follow-up meeting's date and time at the first general purpose meeting.

Discuss and answer the following questions:

- 1) Why do you want to organize or revitalize a neighborhood association?
- 2) What are some of the common problems or concerns of your neighborhood that you think an association could help or improve?
- 3) If there is a crisis at hand, explain the situation and discuss how it may affect the livability of your area and how coming together in an association can help impact the outcome of the crisis. Make sure you have accurate information about the crisis situation (*see* Appendix B).
- 4) How will you finance your activities?

Assign the following tasks for the general-purpose meeting:

- Assign someone to chair and facilitate the meeting—This person must be able to present well-thought-out ideas about the association and be able to involve the audience in brainstorming common problems and concerns.
- Assign someone to take minutes of the meeting—The meeting minutes will include notes about tasks assigned and when the task should be completed. Keep a notebook or folder where all minutes and task assignments can be centrally stored.

- Assign someone to set up the registration table—Have sign-up sheets (including space for home addresses, phone numbers, and e-mail addresses), copies of the agenda and perhaps some community information (which the City will be happy to provide). You may want to provide stick-on nametags and a large-nibbed marker. Nametags make introductions and conversations easier.
- Assign someone to be in charge of seating and refreshments—This person will make sure there are enough chairs available for the approximate attendance you expect. Refreshments do not have to be anything special, but can go a long way toward making people feel comfortable and social. Volunteers can bring coffee and cookies; if area merchants donate any items, make sure that you publicly thank them.
- Assign the publicity chore—All publicity must contain *what, where, when, and why*. If possible, include a phone number for people to call who have questions or need more information. Each member of the organizing committee should commit to inviting at least five other people. Other types of advertising include:

*Flyers*—Hand them out door to door; post on store bulletin boards; deliver to stores, churches, local schools, PTA, business, and clubs.

*Signs*—Contact the Kirkland Planning Department at (425) 587-3225 to get information regarding placement of signs.

*Neighborhood website*—Consider creating a neighborhood website. Your website should include neighborhood contact information, meeting information (date, time, location, and agenda), minutes from previous meetings and upcoming events pertaining to your neighborhood. (**Note:** several neighborhoods use part of their Neighborhood Matching Grant funds to support their website.)

*Local Government Cable TV channel*—KGOV is the local government cable access channel, which broadcasts City of Kirkland information, including City Council meetings, citywide announcements, and Neighborhood Association meeting times and places. You can contact Kari Page to request additional information to be broadcast on KGOV. Some neighborhoods have broadcast upcoming Neighborhood meeting topics or truncated agendas.

*Mailings*—Mailings can include newsletters that highlight neighborhood information, postcards that remind your neighbors of an upcoming meeting or event, or even surveys to get an idea of your community's ideas. Mailings are a simple way of updating those people who want to be engaged with the Neighborhood Association but could not attend the meeting.

*Newspaper press releases*—Press releases are another option for getting the word out.

*Phone trees*—Phone trees can be either to remind residents of an upcoming meeting or event, or to cancel a meeting or event in case of an unforeseen problem.

## The First General Meeting

The organizing committee should arrive at the meeting site about one-half hour early. Set up the registration table, chairs, and refreshments. If possible, greet people as they enter to help make them feel immediately part of the group.

### Sample Meeting Agenda

- 1) Introductions. Introduce the members of the organizing committee.
- 2) Why our neighborhood should organize. This should be a short presentation on why the organizing committee thinks that a neighborhood association is a good idea.
- 3) Brainstorming the issues and concerns of the attendees. You must be open to the needs and concerns of your neighbors, the membership. You and the organizing committee are not the neighborhood association—you are only the catalyst for it to happen. Take care to solicit the attendees' opinions on the important issues for your neighborhood. Perhaps have people break into smaller "interest groups" for focusing on problem areas, returning with reports to the larger group.
- 4) Identification of tasks for the next meeting. These include: Who will chair? Who will do publicity? Who will do set-up of chairs, refreshments? Who will be in charge of registration and agendas (including copies of minutes)? Be sure to ask people to "network" for new members.
- 5) What tasks are suggested from the brainstorming session? Is research needed on a particular topic? Would a speaker from the City, another neighborhood association, or a local business be helpful? Make sure the minute taker is keeping track of these assignments.
- 6) Are you ready to develop the organization? Assign a small committee to review and suggest bylaws (see Appendix F), provide a slate of officers, establish a dues structure, and other housekeeping details.
- 7) Announcement of the next meeting date, time, and place.
- 8) Adjournment and social time.

There, you have done it! You have successfully launched a neighborhood association, representing some hard work and commitment on the part of the organizing committee. It will take work to keep the association running well in the future, but there will be more participants to share the responsibility.

## Maintaining your Neighborhood Association

### Set a regular meeting schedule and stick to it

Some associations rely on a six to ten member executive committee to meet bi-monthly or even monthly, monitoring neighborhood projects and issues. The whole membership then meets only a few times a year. In some, the entire membership meets monthly or bi-monthly. A popular schedule is to have the executive board meet in even months to prepare for the general membership meetings that are held in the odd months.

Decide as a group what your schedule will be and keep the following in mind:

- Meeting at a regular time and place will give interested residents the opportunity to incorporate association meetings into their schedule.
- A regular schedule allows more time for planning and implementing long-term goals (i.e. Neighborhood Grant programs).
- Meeting on a regular basis will encourage bonds to develop among residents, further creating a sense of community.

**Regularly assess the purposes of the neighborhood association and its priorities.**

Are you on track? Are you following through with a topic discussed at an earlier meeting? Are you following up on previous endeavors?

Are your plans, goals, and activities realistic? Will they get you where you want to go? Do you need to scale back your original ideas to more attainable goals? Do you need to delegate some tasks, and get others involved in activities to achieve your goals?

**Aggressively promote the association and recruit new members.**

Advertise meetings through flyers, mailings, phone trees, K-GOV, your Neighborhood Association website, and sandwich boards. Use your mailings to advertise your regular meeting time and place.

Include new members in tasks and activities quickly. An active member feels like a part of the association, not just a spectator. Provide small tasks as well as executive positions for people to be involved in.

One-time special projects, committees, and task forces are great ways to include the general membership without committing people to an officer's position.

Do not let the membership become static or "clique-ish." With the support of most area residents, neighborhood associations have unlimited utility.

**Make sure the leadership is committed and is representative of the neighborhood as a whole**

Do not let the leadership become "one-issue" or to co-opt the needs of the community as a whole. Nothing will erode the membership rolls faster!

**Maintain ongoing communication with all area residents**

One of the easiest ways to do this is through the publication of a neighborhood newsletter (*see Appendix E*).

**Publish a website and/or a newsletter**

An updated website or regular newsletter is an excellent way of letting your full membership know about issues in your neighborhood and areas where they can be involved (*see Appendix E*).

### **Find out about and work with existing organizations in your area**

Make sure that the local PTAs, business groups, churches, sports associations and the like know of your existence. Make sure your neighborhood association supports other groups when its interests are being served as well. This will provide you with a broad base of neighborhood political and financial support.

### **Do not let factions develop**

Deal with issues as they come up; solve group problems before they become major crises that may destroy the group. If you are having problems in this area, do not hesitate to call for help. Contact officers of other neighborhood associations who have probably dealt with your problem or something very much like it (*see Appendix B*).

### **Invite outside speakers to discuss interesting topics**

The City has developed a list of resource people, including people from other neighborhood associations, who you may find useful to your group.

### **Create and maintain a list of people's interests**

As different topics come up, such as traffic, safe school walk routes, land use, or the environment for example, you can refer to this list of people and their interests, and get them involved in the process.

You can find more information regarding Kirkland's Neighborhood Associations on our City website at [www.ci.kirkland.wa.us](http://www.ci.kirkland.wa.us)

If you have questions regarding the organizing or revitalizing of your neighborhood, please contact Kari Page at (425) 587-3011 or [kpage@ci.kirkland.wa.us](mailto:kpage@ci.kirkland.wa.us).

## Chapter 2 Creating the Formal Structure

Since neighborhood associations are not required to organize in any one way, there are a number of options open to your organization. This section explains how to set up your formal structure.

### Employer Identification Number

Every neighborhood association should have an Employer Identification Number (EIN) even though it has no employees. This number is like a Social Security Number for your organization. It is used for opening bank accounts, applying for tax-exempt status, and filing IRS tax forms.

For an Employer Identification Number (Form SS-4), go to <http://www.irs.gov/pub/irs-pdf/fss4.pdf> or call your local IRS office at (800) 829-3676 for an application. The application is short and takes little time to fill out (*see* Appendix G).

### Articles of Incorporation

A corporation is simply an intangible entity that is recognized by the law. It acts like a person, but not being one, it needs people to function. These people are its Executive Board.

An advantage in incorporating is that the corporation provides liability protection to its members. The corporation, not the individuals, is the legal entity responsible for its actions. If there is ever a legal problem, your neighborhood association (as a corporation) is liable for its actions, not its members.

To become a corporation in Washington, you must file an Articles of Incorporation form with the State (*see* Appendix H). For an application, go to <http://www.secstate.wa.gov/corps/forms/profit.pdf> or call (360) 753-7115 for an application.

**Note:** Neighborhood associations are eligible to be considered as nonprofit corporations. However, filing for nonprofit incorporation status does not mean you are also tax exempt. You must file with the federal IRS to become tax exempt. If you intend to get a tax-exempt status, you must first be a nonprofit corporation.

### Bylaws

Bylaws contain the rules governing the internal affairs of an organization. They are the constitution of your organization that establishes the legal requirements for the group. Bylaws govern the way you must function as well as the roles and responsibilities of your officers.

To be recognized as a legitimate organization you must have bylaws written. They are also necessary to obtain tax-exempt status by the federal government.

To make this process easier, a sample set of bylaws are included in this handbook (*see* Appendix F). The bylaws that you create will establish the rules for your particular neighborhood association, so it is important to think about the needs of your group and tailor your bylaws to meet your needs. Be as specific as possible, yet allow for flexibility within your organization. Take this process seriously, as your bylaws will be with your neighborhood association for a long time.

## Combination Articles of Incorporation and Bylaws

If you are planning to incorporate as a nonprofit organization and register with the State, it is recommended that you write Articles of Incorporation and Bylaws as one document (see Appendix F).

To become a nonprofit corporation, you must file an Articles of Incorporation form with the State (see Appendix I). For an application, go to <http://www.secstate.wa.gov/corps/forms/nonprofit.pdf> or call (360) 753-7115 for an application.

## Nonprofit and Tax Exempt Status

Some neighborhood associations choose to apply for a nonprofit, tax-exempt status if they anticipate generating income in excess of \$1,000 per year. What you should understand is that nonprofit does *not* necessarily mean tax exempt. To become both nonprofit and tax exempt, you must do the following:

- Nonprofit corporation status (State)—A neighborhood association may choose to become a corporation by writing Articles of Incorporation and applying to the State for corporation status. However, being a nonprofit corporation does *not* automatically mean you are also tax exempt. To get tax-exempt status, you must continue the process as outlined below.
- Nonprofit and Tax Exempt Status (Federal)—File with the federal Internal Revenue Service. The form you file and the status you receive depends on how your Bylaws are written. If you are organized as an educational or charitable organization, you may be eligible for a 501(C)(3) status.

It is to your advantage to receive the 501(C)(3) status. Having a 501(C)(3) allows individuals or corporations to donate money to your neighborhood association and receive a tax deduction.

Before filing the IRS form (1023 or 1024), check with an attorney, CPA, or a knowledgeable friend for help in determining which status you can receive and help in filling out the forms. There may be someone in your neighborhood who will donate time.

Call your local IRS at (800) 829-3676 and ask for an application. There is no fee for filing. It takes about six months for the IRS to process an application.

## Bank Accounts

Over the course of time, every neighborhood association accumulates money for one reason or another. It is then a question of what to do with that money. What kind of bank account should be opened and how do you go about opening an account for your organization? It is important to note that either a person or a corporation can open an account.

You will need the following to open an account:

- Employer Identification Number (EIN). This is sometimes called a tax ID number. You must have such a number to open an account with the bank. This enables the bank to report the earnings of your account to the IRS. (see Appendix G).
- Signature cards signed by the secretary of your neighborhood association, along with signatures of anyone else who will be signing on the account. You will then also need the signature of an officer of the corporation. It is recommended that two officers be required to sign any check.

- Other papers proving the legitimacy of your organization.
- If you are a nonprofit organization, you must bring the corporate resolution form, sealed by the state, proving nonprofit status.
- If you are not a corporation or do not have nonprofit status, then bring a copy of your Bylaws or minutes of your first meeting. You must also state the names and titles of people who can do business for the organization. Some banks require a written statement that you are a nonprofit organization, signed by the board president.
- Personal identification is necessary for those who will be signing on the account.

## **Bookkeeping**

While neighborhood associations are not known for having big bucks, it is important to keep track of whatever money does come in or go out from your organization. It is a good idea to have an accountant or bookkeeper help you set up a set of books from the start. The sooner your system is set up, the easier it is to keep accurate financial records.

## Appendix A Getting to Know your Neighbors

In getting to know your neighbors better, try one or more of the following ideas.

### Host a Coffee Hour

This kind of event can be arranged and hosted by one family or by two or three. Make a simple flyer invitation. Make the flyer a friendly invitation for neighbors to stop by and meet each other and enjoy some light refreshments. Distribute it to every house on the block or the three houses closest to you on each side and across the street (or your apartment floor, building, etc.)

Serve coffee and donuts or cookies and juice; keep it simple. Distribute nametags and ask guests to include both their name and street address or apartment number. Addresses are a great icebreaker. "Oh, you live across the street from me? You just moved here two months ago? Where are you from?"

### Organize a Block Party

Block parties require more organization than a coffee hour, but they are effective in getting neighbors together. Determine the number of families you want to participate (about 20-30 households is a good number). Form an organizing committee (four to eight people) to help organize the party.

- Choose a location—Someone's yard or the middle of a street, for example. (You can get permission from the Police Department to close off a street for a specific period of time for such an event. Be sure to request the street closure at least two weeks in advance.)
- Choose a day and time—Saturday or holiday (such as July 4 or Labor Day) 11 a.m.–4 p.m. Make both dropping by for a short time or staying the entire time acceptable options.
- Arrange for food and supplies—The host committee provides paper plates and napkins, plastic forks, trash containers, can openers, and condiments; sets up tables and chairs; and provides several barbecue grills. A potluck is a good idea.
- Arrange for entertainment—Such as croquet, volleyball, ping-pong, lawn bowling, cards, bingo, races, and games for kids.
- Prepare and deliver invitations—One to each household approximately two weeks in advance of the party. The invitation should describe in detail how the event will work and what people should bring. Make it clear in the invitation that people may drop in for a short visit or stay the entire time. Include the names and phone numbers of the organizers, and invite others to help and/or call if they have questions or ideas. Even though the organizing committee is planning it, try to include others in providing assistance and ideas. The more people feel a part of the event, the more likely they will attend.
- Plan for cleanup—Towards the end of the event, start cleaning up. Those who are still around will help, but make sure you have at least four to six people you can count on to help with the cleanup.

## **Plan a Neighborhood Garage Sale**

Invite neighbors to join you in holding a garage sale. This is a good way to work closely with neighbors on a short-term project. Many sales along a block attract more customers and add to the day's success. Most residents on your street (or in your complex) will show up to see what you are selling. You will meet some new neighbors, make a little money, and have a good time!

Write and deliver a flyer announcing your plans for a neighborhood garage sale and suggest possible dates. Invite neighbors to tell you what dates are best for them. When you decide on a date, ask someone to run an ad in the local newspaper. Make signs and, in consultation with your neighbors, decide where they should be displayed and who will be responsible for posting the signs and taking them down after the event. Usually, the participants share the cost of running a newspaper ad and making signs.

## **Form a Neighborhood Watch Association**

If you are concerned about security and safety issues, forming a Neighborhood Watch Association may be the answer. Contact the Crime Prevention Office at the Police Department for material and other assistance.

## **Volunteer to Help at your Local School**

Kirkland schools welcome your interest in volunteering to assist in the classroom. Contact the Lake Washington School District to identify volunteer opportunities.

## **Organize a Disaster Preparedness and/or fire Prevention Group**

This is a great way to meet neighbors and learn helpful information. Depending on the amount of interest, this can involve a one-time presentation to a small group of interested neighbors, or it can consist of preparing a neighborhood disaster preparedness plan over a period of several months involving anywhere from 10 to 40 homes. Contact the Fire Department Office of Emergency Services for information on setting up such an event.

## Appendix B Solving Neighborhood Problems

A fundamental role of a neighborhood association is helping develop solutions to problems. On many occasions, this simply means finding answers to residents' concerns before an actual problem happens.

Typical problems include traffic and vehicle speeds, difficult intersections, pedestrian safety, public works improvements, graffiti and other vandalism, code violations, developments or zoning changes that impact residents, and even private squabbles that might spill over with neighborhood impact.

Solving problems before they start includes being alert for potential irritants, reporting indications of illegal activity or dangers, and defusing abrasive situations before they become grave.

To have a positive role as a problem solver, a neighborhood association needs to maintain the confidence of its members and be a catalyst for working together toward common goals. Depending on the nature of a problem, a neighborhood association's role and actions might include:

- Staying abreast of planning, public works projects, and other proposed developments within and adjoining its boundaries
- Gathering the facts and background about the problem
- Promoting open communications and seeking consensus
- Helping identify solutions
- Working with neighbors or City staff to develop solutions
- Helping with follow-up

Actions or follow-up steps might include identifying and implementing project mitigation measures, developing support for changes in future budgets or City codes, implementing projects such as Neighborhood Watch and other law enforcement programs, and supporting long-range community improvement efforts.

In general, three kinds of approaches are typically involved in solving most neighborhood problems: voluntary compliance, actions by City staff, and legal action.

### Voluntary Compliance

Many problems can be solved by meeting and talking with the people concerned and being a catalyst for a solution. A party who others feel is causing a problem may not even be aware of the impact their action is having. Getting the facts, concerns, and perceptions out in the open is often an effective way to obtain cooperation and voluntary compliance. For this step, the neighborhood association's assistance (or its help in arranging third-party assistance) is vital.

A wonderful resource is the Bellevue Neighborhood Mediation Program. This program is free and provided by the City of Kirkland through a contract with the City of Bellevue. The mediation program provides trained mediators to act as a third, unbiased party in a disagreement. By developing cooperative attitudes and striving for win-win solutions, mediation can be an effective method of resolving differences without resorting to legal arbitration. An association can help avoid adversarial situations and antagonisms that otherwise could do long-range harm. For more information, call (425) 452-4091 or e-mail [akidde@bellevuewa.gov](mailto:akidde@bellevuewa.gov).

## Actions by City Staff

While an association can be the key entity in finding or getting outside help for some situations, City staff would be the primary handler of some kinds of problems, especially those involving enforcement. Examples might include construction being done without permit, illegal parking, excessive noise, and storage of vehicles on landscaping. City departments, not neighborhood associations, should be the agent for actions that involve enforcing the law.

City staff's role could also be to develop long-range solutions that require programming and budgeting projects for streets, sidewalks, drainage, and utilities are examples. City staff would likely seek the neighborhood association's participation to help provide justification details and review project specifics. The association would probably monitor progress and support the project in the City budget.

## Legal Action

As a last resort in conflict resolution, legal counsel might be sought for advice, assistance, or action. Legal assistance can be costly and time consuming. If the basic problem is between residents, special effort should be made to preclude going into legal action to avoid long-range damage to relationships and, obviously, costs.

For certain types of problems, an association might desire limited legal advice at an early point in, or during, conflict resolution. This might be needed, for example, to identify a full range of options and possible legal implications for a particularly complex problem. City staff might obtain the assistance of the City Attorney in these special cases.



## Appendix D Conducting a Good Meeting

Perhaps the most important part of having a successful neighborhood association is maintaining a good relationship among members. Since most of the contact between people comes at meetings—board meetings, general membership meetings, or committee meetings—it is crucial that the meetings run in a way that encourages their success.

There are two general elements of a meeting that must be considered:

- The structure of the meeting, or how it is run
- The content of the meeting

This chapter will cover some of the elements important to the success of your meetings. This includes how to set an agenda; the role of the chairperson; and what to do before, during, and after the meeting. Also included are tips on how to make group decisions, parliamentary procedure, how to chair a meeting, and other skills important for better meetings.

### Guidelines for a Good Meeting

To have a good meeting, keep the following in mind:

- Start on time.
- State the purpose of the meeting clearly on the agenda.
- State ideas positively and show their relation to the overall issue or problem.
- Watch the pacing—keep it moving. Do not let the group get bogged down or co-opted by one or more people!
- Find background information ahead of time or invite resource people to the meeting to share information with everyone.
- Get everyone to contribute. Ask the person back in the corner what he or she thinks.
- Get points of view by questioning or restating as you go along. Do not be afraid to play “devil’s advocate.” It may help you to refine the issue much better if you anticipate what others’ objections or answers might be.
- Make frequent summaries during the discussion.
- Stress cooperation, positive action, and problem solving. Try to minimize conflict, confrontation, blaming, and demands.
- Assign tasks and delegate responsibility as the meeting proceeds. See that these are recorded in the minutes.
- Guide the meeting from problem to solution.
- The meeting wrap-up:
  - Point out decisions reached
  - Point out differences not yet resolved
  - Point out future actions, next steps to be taken

- Point out deadlines and review task assignments
- Set the next meeting date, time, and place.
- Evaluate the meeting. What went well, what did not? What can you do to improve the meeting next time?

### **Before the Meeting**

- Set goals—With the people on your planning or executive committee, determine what you want to accomplish during the meeting. This should be clearly defined for all participants and included in your agenda.
- Review the minutes of your last meeting—Who was assigned which task? Are they prepared to make a report? Where do they fit into the agenda and how much time do they need? What issues were left hanging? On what issues are you now prepared to make decisions or take further action?
- Collect information—Get all new information that has been received. Should some be copied? Make sure the information is available during the meeting for discussion.
- Obtain additional resources—Do you need any additional information or a resource person? Where can you get the information and how quickly? Would an outside speaker be appropriate?
- Send out meeting notice—Make sure you include date, time, place, and purpose.
- Make the agenda—Write the agenda before the meeting. It is not to change except with the consent of the group. Make enough copies for all attending the meeting.
- Set a predetermined “target” ending time—If the agenda is long, you may want to set some “bench times” for items on the agenda, to help you get through it all before the target ending time.

### **At the Meeting**

- Keep information items brief and relevant.
- Discuss decision items at a time when most group members are present.
- Know the limits of the group's decision-making authority.
- Committee reports are to recommend action with clearly stated proposals.
- Financial information is presented with written copies for everyone.
- Involve all attending the meeting. Often newcomers are not recognized or taken seriously, and then do not return to future meetings.
- Use visual aids as much as possible. This includes charts, graphs, posters, etc. Visual aids give groups something on which to focus during a discussion.
- Establish the next meeting time and place. People should walk away from the meeting knowing when and where they will meet next.
- Hand out new task assignments. Be clear who is doing what and what is expected of that person.

- Minutes, to be taken at all meetings, include the following:
  - A list of persons attending and their capacity
  - A summary of all items presented and discussed
  - A record of all decisions made
  - The votes on plans made, tasks assigned, etc.
- All items referred to committees or future meetings to be held.
- Encourage a brief social time following the meeting. Simply serving refreshments will help.

## Evaluation

In order to improve the quality of meetings (and ultimately the effectiveness of your neighborhood association), it is a good idea at the conclusion of the meeting to evaluate what happened. An evaluation is simply a way to get people to say what they think about how well the meeting was conducted. In other words, were the tasks you set out to accomplish finished in an orderly and productive manner?

When you ask people to evaluate a meeting, it is important to listen to what people are saying and incorporate their ideas to improve your meetings. Do not ask members how to improve a meeting and then not attempt to make the changes suggested. However, even if everyone agrees on how to improve the meetings, do not be surprised if it takes time to change old habits.

There are two ways to evaluate the meeting: In an oral evaluation, simply go around the room and ask everyone to comment. In a written evaluation, prepare a simple questionnaire that is passed out at the conclusion of the meeting. Have everyone complete the form. Do not forget to bring pencils.

Use the following questions to guide your evaluation:

- 1) Did you follow the agenda:  Yes  No
  - If no, why not?
  - What was unexpected that happened?
  - Why you were not prepared for the unexpected?
  - What new information or participants forced the change?
  - Was it relevant to the goals established?
  - Do you have any ideas to make the agenda better?
- 2) Did the meeting take longer than expected?  Yes  No
  - If yes, why?
  - Were there too many items not relevant to the main topic?
  - Could you not control an individual or group of people?
  - Did you get overly involved in a discussion?
  - Were there ways to limit the discussion or was the discussion necessary?

3) Were minutes taken? By whom? How will everyone get a copy?

4) Did everyone leave satisfied?

- Who did not and why?
- Is it your problem or theirs?
- What can the group do to prevent the problem from happening again?

A quick and simple way to evaluate your meeting is to use a blackboard or large poster paper and record the positive and negative reactions of your members. This is done in the following manner:

- Start with the positives. Ask people for their positive reactions to the meeting. List them on the board.
- Then ask for the negative reactions. List them also.
- Often a positive reaction will counterbalance a negative one. What one person likes, another dislikes. Check your negative responses against the positive ones. Then ask if there are other positive responses in regard to the negative reactions offered.
- For every negative reaction not counterbalanced with a positive, brainstorm to find a way to fix the problem.
- The person who comes up with the negative response is NOT responsible for finding the solution. This is a rule of the process.

### **Follow-Up**

The meeting does not end when it is over! To have a successful meeting, you must make sure that the decisions made are followed up:

- Schedule a time halfway between meetings to call committee members or chairs and collect the information that they have discovered. This will help members finish the tasks they were assigned.
- Write all correspondence as soon after the meeting as possible. Fresh memories write accurate letters. If you want others to know about your meeting (i.e. council people, youth groups, local pastor), send them a copy of this letter.
- Before your next meeting, make sure everyone is ready to make a report on his or her findings.
- Make sure minutes are ready and passed out ahead of time.

## Appendix E Producing a Newsletter

A neighborhood association's newsletter is one of its most powerful tools for keeping in touch with its membership and other local organizations. The newsletter can talk about specific issues facing the neighborhood, issues that the City is dealing with which will eventually impact the neighborhood, positions taken by the neighborhood association, and suggest ways for the membership to get involved in the various issues. It does not need to be fancy, but it does need to be credible. If you need help, ideas, or support, contact other neighborhood associations.

### Steering Committee Logistics

The following are basic organizational issues that the Steering Committee needs to take care of, and guidelines for effective newsletter presentation:

- Identify an editor—This will probably be the person with a home computer and word processing or publishing software. This person will assign articles, collect and edit them, and organize the newsletter.
- Develop editorial guidelines—Whose opinions can be expressed as editorial opinions? Does the Steering Committee want to check editorial opinions prior to publication? How are opinions going to be set off from fact?
- Set an easy schedule—Each phase of the newsletter (identifying issues, writing articles, checking articles, putting it all together, copying/printing, mailing labels) takes longer than it seems like it should. Leave yourselves a lot of time so that the quality and credibility of the articles can remain your primary concern.
- Develop a mailing list—The newsletter should be mailed to all members. In addition, it is a good idea to send a copy to leaders of local organizations (PTA, City government, business groups, sports associations, etc.) Most home computers have software that makes the creation and maintenance of name database very easy and mailing labels can easily be generated from the database.
- Have a mailing party—When it is time to stick labels and stamps, fold newsletters and mail, get people together, provide food, divide up the tasks, and have fun!
- Obtain a bulk mail permit.

## Bulk Mail

Mailing a long newsletter on a frequent basis to many subscribers can eat up a Neighborhood Association's budget very quickly. To help avoid this, try two things:

- 1) Set membership fees high enough to cover printing and postage of newsletters; and
- 2) Consider using bulk mail.

Following is generic explanation of bulk mail permits. For more details (such as permit price and per-item costs), contact the post office.

Bulk Business Mail (BBM) is third class mail. It includes bound printed matter and small parcels weighing less than 16 ounces. Examples of BBM include, but are not limited to, items such as catalogs and flyers. Material sent as BBM must contain a general message aimed at all who receive it and must contain the same material in each parcel. No personal messages may be included in the mailing.

There is an annual fee for a bulk third-class mail permit that enables the holder of the permit to mail at a single post office at the third-class rate for 12 months. For current rates, ask for the Current Rates and Fees Chart available at the post office. Each third-class bulk mailing must consist on a minimum of 200 pieces. All pieces in the mailing must belong to the same category; that is; all letters, all post cards, or all small parcels. Bulk mail may **not** be dropped into collection boxes or left on a post office receiving dock. It must be deposited during operating hours at the appropriate department at the post office where the permit is held. Not all post offices accept bulk mail or issue bulk mail permits. All return addresses must be complete and include the official name of the bulk mail permit holder. The main Kirkland Post Office can handle all of these requirements (425) 739-6727.

Each bulk rate mailing requires payment of postage. There are three ways that indicate postage payment:

- 1) Pre-canceled Stamps (issued in advance by the post office);
- 2) Permit Imprinted (printed in advance on each item or hand-stamped); and
- 3) Postage Meter (postal authorization required).

Payment for postage can be made by check or by establishing an account at the post office. A specific form must be prepared and signed by the mailer for each of the three methods of payment listed above at the time of each mailing.

It is legal to use Bulk Mail Permits belonging to other individuals or organizations. Before getting your own permit, see if someone in your NA or another NA has a permit that you can "borrow" for newsletters. This lets you avoid the annual fee for the permit, and pay only the reduced "per item" rate to the holder of the permit.

Bulk rate mail must be sorted according to zip codes. Other requirements on packaging, sorting, labeling, and all other facets of third-class mail are included in the postal publication "Third Class Mail Preparation" available through the post office or by writing to Superintendent of Documents, Government Printing Office, Washington, DC 20402-9371.

Always check with the post office for current regulations before proceeding.

## 16 Things to Keep in Mind when Writing a Newsletter

*By Carlene Canton*

- 1) Try to be clear about the purpose of each story. Generally, it's better to do separate stories rather than try to combine objectives or unrelated things.
- 2) Find a voice that is straightforward and concise. Save the flowery language for another time. Simple sentences communicate best when space is limited.
- 3) Avoid inflammatory language. As much as possible let the facts speak for themselves without editorializing (giving your own opinions) in the story.
- 4) Quote known individuals when you want to make a point instead of just giving your own opinion. It lends more credibility to your publication.
- 5) Don't throw around facts and figures that haven't been checked out. Once you lose the credibility of your readership, it can take many, many months to gain it back.
- 6) Avoid the temptation to exaggerate.
- 7) Try to step back from your work every so often and imagine how the stories you have written will be seen by your readers. Are you communicating what you set out to do or did you get sidetracked?
- 8) Try to avoid using the same names over and over again as "experts." If you always quote Jane Doe, to the exclusion of everyone else, the publication will start to sound like a soapbox for Jane Doe.
- 9) Personalizing stories through anecdotal accounts is a good way to grab the reader's interest, but be sure the person whose story you're telling has okayed it to be used in print. Be respectful of privacy issues. A newsletter is not the place to offend or embarrass someone.
- 10) If diversity is a goal, check the content over frequently to make sure you have all the groups represented that you need (i.e. a publication for homeowners and apartment dwellers in the same neighborhood should have equal representation) or at least representation should be equal to the levels that both groups exist in the community. Similarly, do not only talk about businesspersons or homemakers. Be proactively sensitive.
- 11) Don't try to slaughter opponents' positions by attacking them in print. Invite them to write their own position paper with the goal of providing information on which your readers can make their own decisions. You can always add "an editor's note" to the end of an opponent's piece if you feel it's misleading or inaccurate.
- 12) Whenever possible, give readers a phone number, name, or address where they can go for more information or to pursue a topic. You don't want to get people all inspired and then leave them with nowhere to go. Be prepared to take advantage of any energy you may stir up.
- 13) Keep design simple and straightforward. Your readers aren't looking for the latest in design trends—they want information that's easy to read.
- 14) Double and triple check spellings in headlines. A typo in the body type of a story is bad enough, but a typo in headlines can haunt you forever.
- 15) Ask someone else to read over the publication before it goes to press. A fresh pair of eyes can catch things writers and editors miss.
- 16) Establish a conservative, manageable publication schedule and stick to it. It's better to say you will do a quarterly and really do it than to promise a monthly and not deliver. You can always add in "special editions" along the way.

## **Appendix F Sample Bylaws and Articles of Incorporation**

### **North Rose Hill Neighborhood Association Bylaws**

#### **Article I: Mission Statement**

The mission of the Association is to maintain and improve the unique residential characteristics of the North Rose Hill Neighborhood, with objectives to include:

1. Promote safe and adequate pedestrian, bicycle and vehicular traffic, and traffic calming measures.
2. Protect wetlands, streams, wildlife habitat, and other sensitive areas.
3. Minimize noise, water and air pollution.
4. Support and enhance Mark Twain Elementary School and Lake Washington Technical College.
5. Promote markers at appropriate gateways to identify North Rose Hill as a residential entity and not simply a traffic corridor between NE 85th and NE 116th.
6. Promote and support parks and open spaces
7. Monitor and inform residents of changes proposed by the City of Kirkland that could affect resident (e.g. opening or widening streets, expanding the sewer system, and changing zoning).
8. Consider and study other neighborhood concerns identified by residents.
9. Provide lines of communication between residents and the City of Kirkland and assist in obtaining a cooperative response by the City to residents, concerns.

#### **Section 1**

The name of this organization shall be the North Rose Hill Neighborhood Association.

#### **Section 2**

Purposes:

- a) To enhance the livability of the area by establishing and maintaining an open line of communication and liaison between the neighborhood, government agencies and other neighborhoods.
- b) To provide an open process by which all residents of the neighborhood may involve themselves in the affairs of the neighborhood.
- c) To perform activities related to said purposes, to have and enjoy in any lawful activity for which corporations may be organized under (RCW 24.03)
- d) To be organized exclusively for educational, scientific and charitable purposes.  
Notwithstanding any statement of purposes or powers aforesaid, this association shall not, except to an insubstantial degree, engage in activities or exercise powers that are not in furtherance of its specific and primary purpose.

## **Article II: Membership Qualifications**

Membership in the Association shall be open to all residents. A resident shall be defined as anyone who lives within the boundaries of North Rose Hill Neighborhood Association as defined in Article X of these bylaws.

### **Section 1**

Membership Voting:

All residents, located within the Association boundaries, 16 years of age or older, shall have one vote each to be cast during attendance at any general or special meeting.

## **Article III: Dues**

No dues or membership fees shall be charged. Voluntary contributions will be accepted. Activities to raise funds may be held if appropriate.

## **Article IV: Membership Meetings**

### **Section 1**

General Membership Meetings:

There shall be at least one general membership meeting yearly. The meetings shall be convened in the fall or spring and upon any day decided upon by the majority vote of the board of directors.

Notification for general meetings shall require seven (7) days advance written or telephone notice to active members of the Association. Active member is defined as one who has attended at least one of the last two general or special meetings of the membership.

### **Section 2**

Special Membership Meetings:

Special meetings of the membership may be called by the chair or the board of directors as deemed necessary. Notification and purpose(s) of the special meeting shall require written or telephone notice to active members of the Association.

### **Section 3**

Agenda:

Subject to the approval of the board of directors, the chair shall prepare the agenda for general and special meetings of the membership. Any member may make a motion to add an item to the board, general or special agendas at those respective meetings. Adoption of that motion requires a second and majority vote.

### **Section 4**

Quorum:

A quorum for any general or special meeting shall be the number of members in attendance. Unless otherwise specified in these bylaws, decisions shall be made by a 2/3 majority vote of those members present at any meeting.

## **Section 5**

### Participation:

Any general, special, board or committee meeting is open to any person and all who may wish to be heard. However, only those eligible for membership are entitled to vote. All actions or recommendations of the general or special meetings, including minority reports, shall be communicated to all affected parties.

## **Section 6**

### Procedures:

- a) Letters or statements on behalf of the Association will require board approval before dispatch.
- b) The Association shall follow Robert's Rules of Order (Revised) in all areas not covered by the bylaws.

## **Article V: Board of Directors**

### **Section 1**

#### Number of board members:

The board of directors shall determine the exact number of board positions annually. There shall be at least 6 and no more than 12 members.

### **Section 2**

#### Terms of Office:

Each director shall hold office for a term of one (1) year for which he/she is elected or appointed and until his/her successor shall have been elected or appointed to take office.

### **Section 3**

#### Eligibility for board service:

Only persons eligible for Association membership shall be qualified to hold an elected or appointed position.

### **Section 4**

#### Duties of board members:

The affairs of the Association shall be managed by the board in the interim between general meetings. The board shall be accountable to the membership; shall seek the views of those affected by proposed policies actions before adopting recommendations on behalf of the Association; and shall strictly comply with these bylaws.

### **Section 5**

#### Election of board members:

Board members shall be elected annually by a vote of the membership at its annual meetings. The names of all candidates for the board shall be placed in nomination. In the event two or more names are proposed for a position, secret written ballots shall be used for voting for board members. Election requires a majority vote of the members present.

## **Section 6**

Board vacancies:

The board may fill any vacancy on the board by a majority vote of the board in cases involving absences by a board member from three(3) consecutive meetings. A member appointed to fill a vacancy shall serve the remainder of the unexpired term and until his/her successor is elected or appointed.

## **Section 7**

Duties of board officers:

- a) Chair—The chair shall prepare the agenda and preside at meetings of the board and membership; shall appoint members of committees not elected, with a majority approval of the board, except for members of the Grievance Committee.
- b) Vice-Chair—The first alternate shall assist the Chair; in the Chair's absence shall function as Chair; shall serve as a member of the Kirkland Alliance of Neighborhoods (KAN).
- c) Secretary—The secretary shall keep the minutes and written records of majority and minority opinions expressed at all meetings; shall assist with correspondence of the Association; shall make records of the Association available for inspection for any proper purpose at any reasonable time.
- d) Treasurer—The treasurer shall be held accountable for all funds and shall give an accounting at each general meeting; shall receive, safe keep and disburse Association funds, but such disbursement shall require the signature of one other board member for expenditures of \$100.00 or more.
- e) Board members—At-large members shall inform the board and the Association of activities of their areas of responsibility.

## **Section 8**

Board meetings:

The board shall meet prior to any general meeting and at other times the chair may designate. These meeting shall be open session; however, only board members shall be entitled to vote. A quorum for board meeting shall be the number of board members in attendance; decisions shall be made by a 2/3 majority vote. Directors shall be notified of board meetings in writing or by telephone in advance. A majority of board members, by signed petition, may call a board, general or special meeting.

## **Article VI: Committees**

The board shall establish both standing and ad hoc committees as it deems necessary. Committees shall make recommendations to the board for board actions. Committees shall not have the power to act on behalf of the Association without specific authorization from the board.

## **Article VII: Conflict of Interest**

### **Section 1**

#### Definition:

A conflict of interest exists for a member or board member whenever the member or board member holds a personal financial interest, which will be impacted by the action or inaction by the Association on a proposal before the membership or board. A personal financial interest shall include a financial interest held by the member or board member and/or by members of their immediate family. A personal financial interest includes an ownership interest above 5% of a business, which will be impacted by the decision. Examples of personal financial interest would include: Employment by the Association; ownership of property the use or control of which is being considered by the Association; plans to purchase property the use or control of which is under discussion by the Association, etc.

### **Section 2**

#### Declaring the conflict of interest:

Whenever a member of board member determines that they have a conflict of interest relating to an item under discussion, they must inform the body (membership or board) hearing the proposal that the conflict of interest exists.

### **Section 3**

#### Abstention from voting:

Members or board members shall not vote on matters in which they have a conflict of interest.

## **Article VIII: Grievance Procedures**

### **Section 1**

#### Eligibility to grieve:

A person or group adversely affected by a decision or policy of the Association may submit in writing a complaint to any member of the Grievance Committee.

### **Section 2**

#### Complain Receipt:

Within seven(7) days of receipt of the complaint, the committee shall arrange with the petitioner a mutually acceptable place, day and hour for a review of the complain, and will, in writing, within thirty (30) days recommend a resolution of the grievance to the board.

### **Section 3**

#### Final Resolution:

The committee shall attempt to resolve the complaint and shall submit a report of their recommendations and/or action to the complainant, board and membership. If the committee, board, and petitioner cannot reach agreement, final resolution of the complaint shall be by a vote of a 2/3 majority of the membership at a general or special meeting.

## **Article IX: Procedure for Consideration of Proposals**

### **Section 1**

Submission of proposals:

Any person, group, or city agency, inside or outside the boundaries of the Association may propose in writing items for consideration and/or recommendation to the board. The board shall decide whether proposed items will appear on the agenda of either the board, standing or special committees or general or special meetings.

### **Section 2**

Notification:

The proponent and members directly affected by such proposals shall be notified in writing or by telephone of the place, day and hour the proposal shall be reviewed not less than seven (7) days in advance.

### **Section 3**

Attendance:

The proponent may attend this meeting to make a presentation and answer questions concerning the proposal.

### **Section 4**

Dissemination:

The Association shall submit recommendations and dissenting views as recorded from the meeting to the proponent and other appropriate parties within thirty (30) days.

## **Article X: Boundaries**

### **Section 1**

Boundaries:

Boundaries of the Association shall be defined as follows: Beginning at the Northern edge of Planned Area 14A on 124th Ave. NE at approximately NE 87th St., West to 123rd Ave NE, thence North to NE 90th St., then West to the East boundary of I-405. Thence North to the intersection with NE 116th St., then East on NE 116th St. to the intersection with Slater Ave NE. Then Northeast on Slater to the South side of NE 123rd St along to and including both East and West sides of 131st PL NE. From Slater Ave NE, East on NE 120th St. to the juncture with 132nd Ave NE, thence South along the center of 132nd Ave. NE, to the Northern edge of Planned Area 14B (just North of NE 85th St.). Thence West along the Northern border of the Planned Area to the beginning on 124th Ave NE.

## **Article XI: Public Meetings/Public Records Requirement**

The Association shall abide by all Washington State statutes relative to public meetings and public records. Official action(s) taken must be on record or part of the minutes of each meeting. The minutes shall include a record of attendance and the results of any vote(s) taken.

**Article XII: Non-Discrimination**

The Association will not discriminate against individuals or groups on the basis of race, color, sex, sexual orientation, age, disability, national origin, income or political affiliation in any of its policies, recommendations or actions.

**Article XIII: Adoption and Amendment of Bylaws**

All amendments to these bylaws must be proposed in writing and submitted to members at a regular meeting of the Association. Adoption of and amendments to these bylaws shall require a two-thirds (2/3) vote by the members present at a general meeting.

# Application for Employer Identification Number

OMB No. 1545-0003

(For use by employers, corporations, partnerships, trusts, estates, churches, government agencies, Indian tribal entities, certain individuals, and others.)

EIN

▶ See separate instructions for each line. ▶ Keep a copy for your records.

Type or print clearly.

<b>1</b> Legal name of entity (or individual) for whom the EIN is being requested		
<b>2</b> Trade name of business (if different from name on line 1)	<b>3</b> Executor, administrator, trustee, "care of" name	
<b>4a</b> Mailing address (room, apt., suite no. and street, or P.O. box)	<b>5a</b> Street address (if different) (Do not enter a P.O. box.)	
<b>4b</b> City, state, and ZIP code (if foreign, see instructions)	<b>5b</b> City, state, and ZIP code (if foreign, see instructions)	
<b>6</b> County and state where principal business is located		
<b>7a</b> Name of principal officer, general partner, grantor, owner, or trustor	<b>7b</b> SSN, ITIN, or EIN	
<b>8a</b> Is this application for a limited liability company (LLC) (or a foreign equivalent)? <input type="checkbox"/> Yes <input type="checkbox"/> No		<b>8b</b> If 8a is "Yes," enter the number of LLC members ▶
<b>8c</b> If 8a is "Yes," was the LLC organized in the United States? <input type="checkbox"/> Yes <input type="checkbox"/> No		
<b>9a</b> Type of entity (check only one box). <b>Caution.</b> If 8a is "Yes," see the instructions for the correct box to check.		
<input type="checkbox"/> Sole proprietor (SSN) _____ <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation (enter form number to be filed) ▶ _____ <input type="checkbox"/> Personal service corporation <input type="checkbox"/> Church or church-controlled organization <input type="checkbox"/> Other nonprofit organization (specify) ▶ _____ <input type="checkbox"/> Other (specify) ▶ _____		<input type="checkbox"/> Estate (SSN of decedent) _____ <input type="checkbox"/> Plan administrator (TIN) _____ <input type="checkbox"/> Trust (TIN of grantor) _____ <input type="checkbox"/> National Guard <input type="checkbox"/> State/local government <input type="checkbox"/> Farmers' cooperative <input type="checkbox"/> Federal government/military <input type="checkbox"/> REMIC <input type="checkbox"/> Indian tribal governments/enterprises <input type="checkbox"/> Group Exemption Number (GEN) if any ▶ _____
<b>9b</b> If a corporation, name the state or foreign country (if applicable) where incorporated	State	Foreign country
<b>10</b> Reason for applying (check only one box)		
<input type="checkbox"/> Started new business (specify type) ▶ _____ <input type="checkbox"/> Hired employees (Check the box and see line 13.) <input type="checkbox"/> Compliance with IRS withholding regulations <input type="checkbox"/> Other (specify) ▶ _____		<input type="checkbox"/> Banking purpose (specify purpose) ▶ _____ <input type="checkbox"/> Changed type of organization (specify new type) ▶ _____ <input type="checkbox"/> Purchased going business <input type="checkbox"/> Created a trust (specify type) ▶ _____ <input type="checkbox"/> Created a pension plan (specify type) ▶ _____
<b>11</b> Date business started or acquired (month, day, year). See instructions.		<b>12</b> Closing month of accounting year
<b>13</b> Highest number of employees expected in the next 12 months (enter -0- if none).		<b>14</b> Do you expect your employment tax liability to be \$1,000 or less in a full calendar year? <input type="checkbox"/> Yes <input type="checkbox"/> No (If you expect to pay \$4,000 or less in total wages in a full calendar year, you can mark "Yes.")
Agricultural	Household	
<b>15</b> First date wages or annuities were paid (month, day, year). <b>Note.</b> If applicant is a withholding agent, enter date income will first be paid to nonresident alien (month, day, year) ▶		
<b>16</b> Check <b>one</b> box that best describes the principal activity of your business.		
<input type="checkbox"/> Construction <input type="checkbox"/> Rental & leasing <input type="checkbox"/> Transportation & warehousing <input type="checkbox"/> Real estate <input type="checkbox"/> Manufacturing <input type="checkbox"/> Finance & insurance		<input type="checkbox"/> Health care & social assistance <input type="checkbox"/> Wholesale-agent/broker <input type="checkbox"/> Accommodation & food service <input type="checkbox"/> Wholesale-other <input type="checkbox"/> Retail <input type="checkbox"/> Other (specify) _____
<b>17</b> Indicate principal line of merchandise sold, specific construction work done, products produced, or services provided.		
<b>18</b> Has the applicant entity shown on line 1 ever applied for and received an EIN? <input type="checkbox"/> Yes <input type="checkbox"/> No		
If "Yes," write previous EIN here ▶ _____		

<b>Third Party Designee</b>	Complete this section <b>only</b> if you want to authorize the named individual to receive the entity's EIN and answer questions about the completion of this form.	
	Designee's name	Designee's telephone number (include area code) ( )
	Address and ZIP code	Designee's fax number (include area code) ( )
	Under penalties of perjury, I declare that I have examined this application, and to the best of my knowledge and belief, it is true, correct, and complete.	
Name and title (type or print clearly) ▶		Applicant's telephone number (include area code) ( )
Signature ▶		Applicant's fax number (include area code) ( )
Date ▶		

## Do I Need an EIN?

File Form SS-4 if the applicant entity does not already have an EIN but is required to show an EIN on any return, statement, or other document.<sup>1</sup> See also the separate instructions for each line on Form SS-4.

IF the applicant...	AND...	THEN...
Started a new business	Does not currently have (nor expect to have) employees	Complete lines 1, 2, 4a-8a, 8b-c (if applicable), 9a, 9b (if applicable), and 10-14 and 16-18.
Hired (or will hire) employees, including household employees	Does not already have an EIN	Complete lines 1, 2, 4a-6, 7a-b (if applicable), 8a, 8b-c (if applicable), 9a, 9b (if applicable), 10-18.
Opened a bank account	Needs an EIN for banking purposes only	Complete lines 1-5b, 7a-b (if applicable), 8a, 8b-c (if applicable), 9a, 9b (if applicable), 10, and 18.
Changed type of organization	Either the legal character of the organization or its ownership changed (for example, you incorporate a sole proprietorship or form a partnership) <sup>2</sup>	Complete lines 1-18 (as applicable).
Purchased a going business <sup>3</sup>	Does not already have an EIN	Complete lines 1-18 (as applicable).
Created a trust	The trust is other than a grantor trust or an IRA trust <sup>4</sup>	Complete lines 1-18 (as applicable).
Created a pension plan as a plan administrator <sup>5</sup>	Needs an EIN for reporting purposes	Complete lines 1, 3, 4a-5b, 9a, 10, and 18.
Is a foreign person needing an EIN to comply with IRS withholding regulations	Needs an EIN to complete a Form W-8 (other than Form W-8ECI), avoid withholding on portfolio assets, or claim tax treaty benefits <sup>6</sup>	Complete lines 1-5b, 7a-b (SSN or ITIN optional), 8a, 8b-c (if applicable), 9a, 9b (if applicable), 10, and 18.
Is administering an estate	Needs an EIN to report estate income on Form 1041	Complete lines 1-6, 9a, 10-12, 13-17 (if applicable), and 18.
Is a withholding agent for taxes on non-wage income paid to an alien (i.e., individual, corporation, or partnership, etc.)	Is an agent, broker, fiduciary, manager, tenant, or spouse who is required to file Form 1042, Annual Withholding Tax Return for U.S. Source Income of Foreign Persons	Complete lines 1, 2, 3 (if applicable), 4a-5b, 7a-b (if applicable), 8a, 8b-c (if applicable), 9a, 9b (if applicable), 10 and 18.
Is a state or local agency	Serves as a tax reporting agent for public assistance recipients under Rev. Proc. 80-4, 1980-1 C.B. 581 <sup>7</sup>	Complete lines 1, 2, 4a-5b, 9a, 10 and 18.
Is a single-member LLC	Needs an EIN to file Form 8832, Classification Election, for filing employment tax returns, or for state reporting purposes <sup>8</sup>	Complete lines 1-18 (as applicable).
Is an S corporation	Needs an EIN to file Form 2553, Election by a Small Business Corporation <sup>9</sup>	Complete lines 1-18 (as applicable).

<sup>1</sup> For example, a sole proprietorship or self-employed farmer who establishes a qualified retirement plan, or is required to file excise, employment, alcohol, tobacco, or firearms returns, must have an EIN. A partnership, corporation, REMIC (real estate mortgage investment conduit), nonprofit organization (church, club, etc.), or farmers' cooperative must use an EIN for any tax-related purpose even if the entity does not have employees.

<sup>2</sup> However, do not apply for a new EIN if the existing entity only (a) changed its business name, (b) elected on Form 8832 to change the way it is taxed (or is covered by the default rules), or (c) terminated its partnership status because at least 50% of the total interests in partnership capital and profits were sold or exchanged within a 12-month period. The EIN of the terminated partnership should continue to be used. See Regulations section 301.6109-1(d)(2)(iii).

<sup>3</sup> Do not use the EIN of the prior business unless you became the "owner" of a corporation by acquiring its stock.

<sup>4</sup> However, grantor trusts that do not file using Optional Method 1 and IRA trusts that are required to file Form 990-T, Exempt Organization Business Income Tax Return, must have an EIN. For more information on grantor trusts, see the Instructions for Form 1041.

<sup>5</sup> A plan administrator is the person or group of persons specified as the administrator by the instrument under which the plan is operated.

<sup>6</sup> Entities applying to be a Qualified Intermediary (QI) need a QI-EIN even if they already have an EIN. See Rev. Proc. 2000-12.

<sup>7</sup> See also *Household employer* on page 4 of the instructions. **Note.** State or local agencies may need an EIN for other reasons, for example, hired employees.

<sup>8</sup> Most LLCs do not need to file Form 8832. See *Limited liability company (LLC)* on page 4 of the instructions for details on completing Form SS-4 for an LLC.

<sup>9</sup> An existing corporation that is electing or revoking S corporation status should use its previously-assigned EIN.



STATE OF WASHINGTON SECRETARY OF STATE

APPLICATION TO FORM A PROFIT CORPORATION

(Per Chapter 23B.02 RCW)

FEE: \$175

EXPEDITED (24-HOUR) SERVICE AVAILABLE - \$20 PER ENTITY INCLUDE FEE AND WRITE "EXPEDITE" IN BOLD LETTERS ON OUTSIDE OF ENVELOPE

- Please PRINT or TYPE in black ink
Sign, date and return original AND ONE COPY to:

CORPORATIONS DIVISION
801 CAPITOL WAY SOUTH • PO BOX 40234
OLYMPIA, WA 98504-0234

- BE SURE TO INCLUDE FILING FEE. Checks should be made payable to "Secretary of State"

FOR OFFICE USE ONLY

Form with fields: FILED: / / UBI: CORPORATION NUMBER:

IMPORTANT! Person to contact about this filing Daytime Phone Number (with area code)

ARTICLES OF INCORPORATION

NAME OF CORPORATION (Must contain the word "Corporation" "Incorporated" or "Limited" or the abbreviation "Corp." "Inc." "Co." or "Ltd.")
NUMBER OF SHARES (Minimum of one (1) share must be listed) THE CORPORATION IS AUTHORIZED TO ISSUE CLASS OF SHARES (If "preferred" class is checked, please attach description)
EFFECTIVE DATE OF INCORPORATION (Specified effective date may be up to 90 days AFTER receipt of the document by the Secretary of State)

>>> PLEASE ATTACH ANY OTHER PROVISIONS THE CORPORATION ELECTS TO INCLUDE <<<

NAME AND ADDRESS OF WASHINGTON STATE REGISTERED AGENT
Name
Street Address (Required) City State ZIP
PO Box (Optional - Must be in same city as street address) ZIP (if different than street ZIP)
I consent to serve as Registered Agent in the State of Washington for the above named corporation. I understand it will be my responsibility to accept Service of Process on behalf of the corporation; to forward mail to the corporation; and to immediately notify the Office of the Secretary of State if I resign or change the Registered Office Address.
Signature of Agent Printed Name Date

NAMES AND ADDRESSES OF EACH INCORPORATOR (If necessary, attach additional names and addresses)
Name
Address City State ZIP
Name
Address City State ZIP
Name
Address City State ZIP

SIGNATURE OF INCORPORATOR
This document is hereby executed under penalties of perjury, and is, to the best of my knowledge, true and correct.
Signature of Incorporator Printed Name Title Date

FOR OFFICE USE ONLY



**STATE OF WASHINGTON  
SECRETARY OF STATE**

**APPLICATION TO FORM A  
NONPROFIT CORPORATION**

*(Per Chapter 24.03 RCW)*

**FEE: \$30**

**EXPEDITED (24-HOUR) SERVICE AVAILABLE - \$20 PER ENTITY  
INCLUDE FEE AND WRITE "EXPEDITE" IN BOLD LETTERS  
ON OUTSIDE OF ENVELOPE**

- Please PRINT or TYPE in black ink
- Sign, date and return original AND ONE COPY to:

CORPORATIONS DIVISION  
801 CAPITOL WAY SOUTH • PO BOX 40234  
OLYMPIA, WA 98504-0234

- BE SURE TO INCLUDE FILING FEE. Checks should be made payable to "Secretary of State"

FOR OFFICE USE ONLY

FILED: / /	UBI:
CORPORATION NUMBER:	

IMPORTANT! Person to contact about this filing	Daytime Phone Number (with area code)
--	---------------------------------------

**ARTICLES OF INCORPORATION**

NAME OF CORPORATION	<i>(May contain designations such as "Association" "Services" or "Committee." May not contain a corporate designation such as "Corporation" "Incorporated" or "Limited" or the abbreviation "Corp." "Inc." "Co." or "Ltd.")</i>
EFFECTIVE DATE OF INCORPORATION	<i>(Specified effective date may be up to 30 days after receipt of the document by the Secretary of State)</i> <input type="checkbox"/> Specific Date: _____ <input type="checkbox"/> Upon filing by the Secretary of State
TERM OF EXISTENCE	<i>(Check one box only)</i> <input type="checkbox"/> Perpetual <input type="checkbox"/> _____ Years <i>(Please indicate number of years)</i>
PURPOSE FOR WHICH THE NONPROFIT CORPORATION IS ORGANIZED: <i>(If necessary, attach additional information)</i>	
IN THE EVENT OF A VOLUNTARY DISSOLUTION, THE NET ASSETS WILL BE DISTRIBUTED AS FOLLOWS: <i>(If necessary, attach additional information)</i>	

NAME AND ADDRESS OF WASHINGTON STATE REGISTERED AGENT		
Name _____		
Street Address (Required) _____ City _____ State _____ ZIP _____		
PO Box (Optional - Must be in same city as street address) _____ ZIP (If different than street ZIP) _____		
<i>I consent to serve as Registered Agent in the State of Washington for the above named corporation. I understand it will be my responsibility to accept Service of Process on behalf of the corporation; to forward mail to the corporation; and to immediately notify the Office of the Secretary of State if I resign or change the Registered Office Address.</i>		
Signature of Agent	Printed Name	Date

NAMES AND ADDRESSES OF EACH INITIAL BOARD DIRECTOR <i>(If necessary, attach additional names and addresses)</i>		
Name _____		
Address _____ City _____ State _____ ZIP _____		

NAMES AND ADDRESSES OF EACH INCORPORATOR <i>(If necessary, attach names, addresses and signatures of each additional incorporator)</i>		
Name _____		
Address _____ City _____ State _____ ZIP _____		

SIGNATURE OF INCORPORATOR			
<i>This document is hereby executed under penalties of perjury, and is, to the best of my knowledge, true and correct.</i>			
Signature of Incorporator	Printed Name	Title	Date



On behalf of Kirkland's neighborhoods, we would like to acknowledge and thank the committee which originated and developed this handbook:

Mary-Alyce Burleigh  
Carlene Canton  
Deborah Eddy  
Ray Hansen  
Betsy Pringle  
Nancy Roach

This handbook will be periodically updated. Any suggestions or comments on the content or organization of the handbook are appreciated and should be submitted to the Kari Page, Neighborhood Services Coordinator, City Manager's Office, 123 5th Avenue, Kirkland, WA 98033