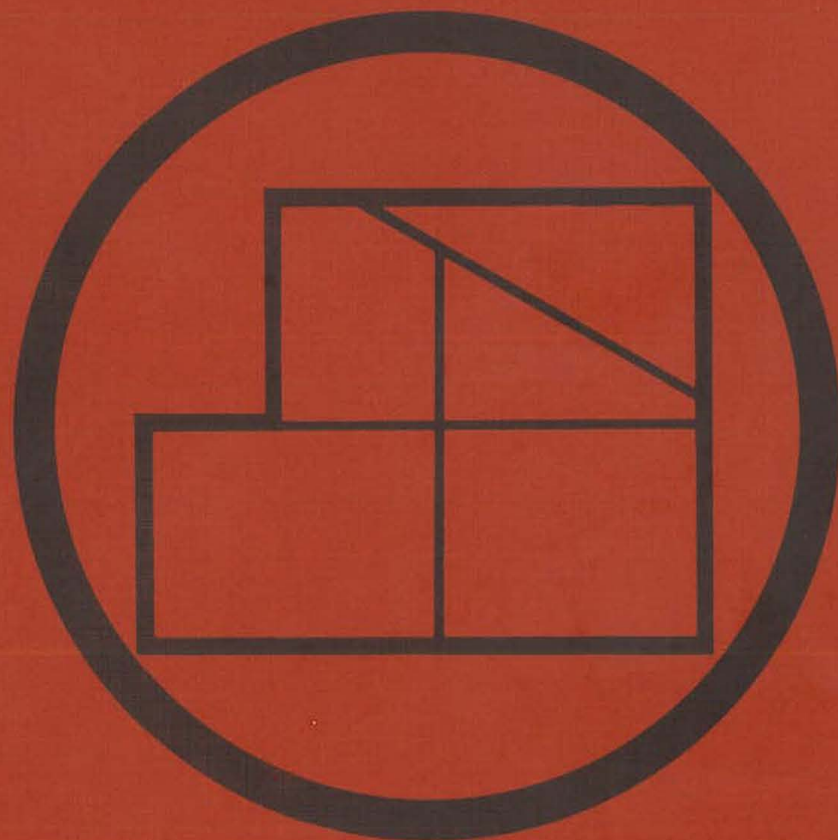


INDIAHOMA HUMAN DEVELOPMENT PROJECT



CONSULTATION
SUMMARY STATEMENT

JUNE 1978

INDIAHOMA HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. The Actuating Programs

Epilogue

This is a publication summarizing the
Indiahoma Human Development Consultation
which took place in
Indiahoma, Oklahoma, The United States of America
June 18-24, 1978
organized by
The Institute of Cultural Affairs
consultants

CONTENTS

Prolegomena	1
<u>Part One: The Operating Vision</u>	11
Plate 1: Operating Vision Chart	15
<u>Part Two: The Underlying Contradictions</u>	17
Plate 2: Underlying Contradictions Chart	19
<u>Part Three: The Practical Proposals</u>	29
Plate 3: Practical Proposals Chart	31
Plate 3A: Business Ventures	37
Plate 3B: Support Network	38
Plate 3C: Community Pride	39
Plate 3D: Citizen Engagement	40
Plate 3E: Environment Design	41
Plate 3F: Basic Care	42
Plate 3G: Practical Education	43
<u>Part Four: The Tactical Systems</u>	45
Plate 4: Tactical Systems Chart	49
Plate 4A: Local Services	67
Plate 4B: Support Systems	68
Plate 4C: Social Cohesion	69
Plate 4D: Physical Environment	70
<u>Part Five: The Actuating Programs</u>	71
Plate 5: Actuating Programs Chart	73
Plate 5A: Actuating Program Components	75
Program 1: Appropriate Business Enterprise	76
Program 2: Small Industry Complex	78
Program 3: Development Assistance Agency	80
Program 4: City Utility Service	82
Program 5: Indianahoma 2000 Plan	84
Program 6: Community Engagement Network	86
Program 7: Community Identity Project	88
Program 8: Community Center Facility	90
Program 9: Town Beautification Campaign	92
Program 10: Residential Housing Development	94
Program 11: Rural Life Institute	96
Program 12: Comprehensive Health Care	98
Program 13: Recreational Park System	100
Epilogue	103
Plate 6A: 1 Year Budget Summary Chart	115
Plate 6B: 4 Year Projected Costs	116
Plate 6C: Project Funding Flow Chart	117

IHDP
ICA Consultants

PROLEGOMENA

I

THE LOCATION

The Indianahoma Human Development Consultation represents the initial step in a comprehensive development project in the USA and the Southwest. The project name, Indianahoma, is derived from a combination of the words "Indian," from the Comanche and Kiowa tribes who settled in the area, and "Oklahoma," the state in which it is located. The project began through the effort of interested community residents and city officials in conjunction with the Institute of Cultural Affairs and deals with both social and economic issues in a comprehensive development program. The intention is to develop a commercial and industrial base by tapping existing local expertise and natural resources, to provide viable social structures and services now lacking and to involve the creative potential of the residents. The project is seen as a demonstration whose methods can be repeated in other rural communities of the Southwest.

The United States of America has always been known among governments for its dramatic experimentation with applied democracy. The rapid development of the nation's vast resources has been founded upon the shoulders of its small communities. The rapid explosion of the urban has taken place at a considerable loss to those closest to the land and its resources. As the decade of the 70's unfolds, many recurring themes are gathering momentum in the nation's life: conservation of natural resources, honest government, fiscal responsibility, discipline in education and increasing concern for the role of local man and local community in determining the future. In the midst of these concerns, there is a renaissance of participation by small communities in the life of the nation and a reaffirmation of basic values of human dignity often associated with rural community life. Those in the public and private sectors most concerned with refocusing national vitality and purpose are increasingly aware of the importance of the struggle for responsible change at the local level. There is no longer any doubt that recovery of viable local economics and vital community life is essential in rural towns as well as urban neighborhoods, not only in the United States, but around the globe, as each community participates in the common struggle of human development.

SOUTHWEST

Oklahoma is a unique land, both from the standpoint of natural and human history. The creation and development of the state and its people covers a period of 600,000,000 years. The region conveys both a sense of the primordial in its Wichita Mountain Range, formed nearly 550,000,000 years ago and a sense of the brand new, having become a state only 71 years ago. For centuries, Indians traveled over the area, many settling there, so that today 67 tribes are represented among the state's residents. More recently, the oil boom of the 1920's and 1930's prompted re-enactments of the 19th century gold rushes, leaving a deposit of oil wells and an entrepreneurial spirit which makes the most of the available natural resources. The people of Oklahoma are well aware of both their Indian and Western heritage, as reflected in their institutions, attitudes and activities which reflect a sense of openness and opportunity.

INDIAHOMA

Many unique personages have been a creative part of Indianahoma since it was first settled. One of the best known citizens of the area was Quannah Parker, Chief of the Comanche Tribe. He lived just east of Indianahoma in what was known as the Star House. Quannah Parker had the reputation of being a peaceful man and a great chief. Indianahoma experienced a "boom" as a direct result of the railroad coming through. The first depot agent and his family lived in one of the waiting rooms until the completion of the section house. Like the railroad, the post office was an integral part of Indianahoma life. The mail was brought to the post office from the depot by horse-drawn drays, which also doubled as milk wagons. Indianahoma was incorporated in 1903, four years before Oklahoma became a state. In 1902, there were only two framed buildings in town, but growth was so rapid that, in 1911, Indianahoma was a thriving town of 1,000 people, a well-favored trading point by both farmers and Indians. The town was the center for a cotton ginning industry, and there were nearly 40 other business concerns. The railroad ceased to be a controlling factor in the town's history with the coming of the age of the automobile, but the community continued to thrive since a state highway ran through the center of town. However, when the highway was rerouted several miles north of town, Indianahoma began to decline. Presently, 500 residents constitute the town's population, with a number of people on the surrounding farms who relate to Indianahoma. Its present population is composed of three basic peoples: American Indians, Mexican-Americans, and Anglo-Americans. Indians, who constitute nearly one-third of the populace, represent the Comanche, Kiowa and Apache tribes. Cotton is no longer grown in the area. The cotton gins have closed and no one industry dominates the economy, though about a dozen small enterprises are still located in Indianahoma. Residents have come to depend upon Lawton and other cities as sources from which to meet their daily needs. There are a number of long-time residents with deep community pride and concern who, together with some more recent newcomers, have a vision of the possibility of other alternatives for meeting those needs, and who exhibit a deep resolve to work together for the revitalization of Indianahoma.

The project area is located in southwestern Oklahoma in Comanche County, 100 miles southwest of Oklahoma City and 19 miles west of Lawton. It is located in rolling wheat country and lies on the southern edge of the Wichita Mountains which rise 1,000 feet above the adjacent terrain. The Fort Sill Military Reservation is located immediately to the northeast of Indianola. The town plan is a typically small, rural design, including paved streets for the main thoroughfares, with the Frisco Railroad forming the diagonal northern boundary of the town. The Indianola school serves the surrounding area and provides education for students from kindergarten through 12th grade, with a current enrollment of 160 students in grades 1-6 and 105 in grades 7-12. Twenty-five percent of the high school graduates go on to college, with 5 percent returning to live in Oklahoma. Basic services are in place, yet they need attention to enable their full development. Most of the residences are one-story frame buildings, but 20-30 are of brick. Of the approximately 150 houses in the community, 12 appear to be abandoned. Few sidewalks, curbs, or drainage ditches exist. Commercial buildings are numerous, though many are closed, including the grocery store, bank, cotton gin, two cafes and several others. Electricity is available to all. The post office building is relatively new. There is a question about the quality of the water due to its unusually high fluoride content. Residents of Indianola travel to Lawton, Cache, and Snyder for medical care. Garbage pick-up occurs once each week. Part of Indianola's social relationships revolve around its two-thirds white and one-third Indian population. Both groups operate primarily in their own social circles with very little interaction between the two. English is the predominant language, with Kiowa and Comanche spoken by some of the Indian elders. The town is politically divided into three wards and has a town council composed of the mayor and two councilmen. Seven churches are located in Indianola, all Protestant. Several active youth organizations including FFA, 4-H, Little League, Christian Athletes and school sports teams, receive a great deal of community support. Almost all of the employed residents of Indianola work outside the community, in Lawton, Fort Sill, Frederick or other nearby towns. About 8% of the population are custom-cutters who harvest wheat during the late spring and throughout the summer, traveling over the U.S. wheat belt. The town has two small grocery store-filling station combinations, a car wash, laundromat, beauty shop, a small automotive repair shop, and a part-time TV and radio repair center. Industry and agri-business include a cattle company, a lumber yard, a grain elevator, a family-operated meat-processing plant, a feed/seed store and a fighting cock farm. Indianola's largest cash crop is wheat. Some small cattle herds exist. Families who farm generally own their own equipment, except that harvesting is subcontracted to custom cutters. Within the city limits, there are a number of vegetable gardens, and the number of vacant lots suggest the possibility of small-scale truck farming.

BASELINE

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. It is a program branch of the Ecumenical Institute and is incorporated in the State of Illinois as a not-for-profit corporation. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition, there are ICA offices in more than 100 major cities serving 27 nations. The Institute's programs around the world are supported by grants, gifts and contributions from government departments and agencies on the federal, state and municipal levels and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since the sixties, the consulting staff of the Institute of Cultural Affairs has been working in Oklahoma with people who are concerned about the revitalization of local community life. By 1969, an office was located in Oklahoma City, which afforded frequent, short-term training and consultation programs in Oklahoma. Offices established in Tulsa and in Amarillo, Texas, in 1971, intensified activity across the Southwest. In the past year more than 100 Community Forums (Town Meetings) were held throughout the state of Oklahoma. These meetings sparked an interest in full-scale demonstration of rural socio-economic development. After a thorough search for an appropriate site, Indianahoma was selected. Following consultation with the leadership and citizens of the community, the Institute was invited to initiate the project here. Staff took up residence in town in May 1978, and began preparation for the Consult.

PARTICIPANTS

The Human Development Project Consultation took place in Indianahoma on June 18-24, 1978. There were 133 consultants, most of them residents of the project area. Approximately 200 additional residents were indirectly involved through field-work contacts. Consult teams spent many hours each day visiting and talking with local people in their homes, around the community and at their places of work. The 26 non-resident consultants came from six states and the Republic of Korea. In addition, delegates from four other Human Development Projects were present. They included Delta Pace, Mississippi; Fifth City, Chicago; Inyan Wakagapi, North Dakota; and Kwangyung Il, Republic of Korea. Visiting consultants represented both the public and the private sectors and attended the Consult at their own expense. The expertise represented by these people included a great diversity of skills and experience. Specific professions included business management, medicine, social services, engineering, construction, journalism, education and public relations. The Indianahoma residents attending also reflected a broad spectrum of expertise, including teachers, farm owners and workers, carpenters, students, shop-keepers,

The project area is located in southwestern Oklahoma in Comanche County, 100 miles southwest of Oklahoma City and 19 miles west of Lawton. It is located in rolling wheat country and lies on the southern edge of the Wichita Mountains which rise 1,000 feet above the adjacent terrain. The Fort Sill Military Reservation is located immediately to the northeast of Indianola. The town plan is a typically small, rural design, including paved streets for the main thoroughfares, with the Frisco Railroad forming the diagonal northern boundary of the town. The Indianola school serves the surrounding area and provides education for students from kindergarten through 12th grade, with a current enrollment of 160 students in grades 1-6 and 105 in grades 7-12. Twenty-five percent of the high school graduates go on to college, with 5 percent returning to live in Oklahoma. Basic services are in place, yet they need attention to enable their full development. Most of the residences are one-story frame buildings, but 20-30 are of brick. Of the approximately 150 houses in the community, 12 appear to be abandoned. Few sidewalks, curbs, or drainage ditches exist. Commercial buildings are numerous, though many are closed, including the grocery store, bank, cotton gin, two cafes and several others. Electricity is available to all. The post office building is relatively new. There is a question about the quality of the water due to its unusually high fluoride content. Residents of Indianola travel to Lawton, Cache, and Snyder for medical care. Garbage pick-up occurs once each week. Part of Indianola's social relationships revolve around its two-thirds white and one-third Indian population. Both groups operate primarily in their own social circles with very little interaction between the two. English is the predominant language, with Kiowa and Comanche spoken by some of the Indian elders. The town is politically divided into three wards and has a town council composed of the mayor and two councilmen. Seven churches are located in Indianola, all Protestant. Several active youth organizations including FFA, 4-H, Little League, Christian Athletes and school sports teams, receive a great deal of community support. Almost all of the employed residents of Indianola work outside the community, in Lawton, Fort Sill, Frederick or other nearby towns. About 8% of the population are custom-cutters who harvest wheat during the late spring and throughout the summer, traveling over the U.S. wheat belt. The town has two small grocery store-filling station combinations, a car wash, laundromat, beauty shop, a small automotive repair shop, and a part-time TV and radio repair center. Industry and agri-business include a cattle company, a lumber yard, a grain elevator, a family-operated meat-processing plant, a feed/seed store and a fighting cock farm. Indianola's largest cash crop is wheat. Some small cattle herds exist. Families who farm generally own their own equipment, except that harvesting is subcontracted to custom cutters. Within the city limits, there are a number of vegetable gardens, and the number of vacant lots suggest the possibility of small-scale truck farming.

BASELINE

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. It is a program branch of the Ecumenical Institute and is incorporated in the State of Illinois as a not-for-profit corporation. The Institute has headquarters in Brussels, Bombay, Chicago, Singapore, Hong Kong and Nairobi. In addition, there are ICA offices in more than 100 major cities serving 27 nations. The Institute's programs around the world are supported by grants, gifts and contributions from government departments and agencies on the federal, state and municipal levels and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since the sixties, the consulting staff of the Institute of Cultural Affairs has been working in Oklahoma with people who are concerned about the revitalization of local community life. By 1969, an office was located in Oklahoma City, which afforded frequent, short-term training and consultation programs in Oklahoma. Offices established in Tulsa and in Amarillo, Texas, in 1971, intensified activity across the Southwest. In the past year more than 100 Community Forums (Town Meetings) were held throughout the state of Oklahoma. These meetings sparked an interest in full-scale demonstration of rural socio-economic development. After a thorough search for an appropriate site, Indianahoma was selected. Following consultation with the leadership and citizens of the community, the Institute was invited to initiate the project here. Staff took up residence in town in May 1978, and began preparation for the Consult.

PARTICIPANTS

The Human Development Project Consultation took place in Indianahoma on June 18-24, 1978. There were 133 consultants, most of them residents of the project area. Approximately 200 additional residents were indirectly involved through field-work contacts. Consult teams spent many hours each day visiting and talking with local people in their homes, around the community and at their places of work. The 26 non-resident consultants came from six states and the Republic of Korea. In addition, delegates from four other Human Development Projects were present. They included Delta Pace, Mississippi; Fifth City, Chicago; Inyan Wakagapi, North Dakota; and Kwangyung Il, Republic of Korea. Visiting consultants represented both the public and the private sectors and attended the Consult at their own expense. The expertise represented by these people included a great diversity of skills and experience. Specific professions included business management, medicine, social services, engineering, construction, journalism, education and public relations. The Indianahoma residents attending also reflected a broad spectrum of expertise, including teachers, farm owners and workers, carpenters, students, shop-keepers,

heavy equipment operators, secretaries, town government workers, social workers, tree service operators, meat processors, postal employees, clergymen, beauty shop operators, lumber yard owners and a welder.

DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First the Consult charted the Operating Vision of the people of Indianahoma. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of over-all Practical Proposals for dealing effectively with the contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realized. Finally, they discerned the Actuating Programs which would allow the application of the tactical systems. The time of the consultants was divided between work as teams in the field interviewing residents, investigating resources and studying alternative possibilities and workshop sessions and plenary gatherings in which the accumulated data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist residents of Indianahoma in accelerating the impact and empowering the expansion of the project in the community.

IMPACT

The readiness of Indianahoma citizens to participate in revitalizing their community was made apparent by their enthusiasm as they prepared for the Consult. The mayor and town residents held three advanced planning meetings. Two town work-days resulted in the refurbishing and painting of several old buildings, the mowing of grass on many vacant lots, the beautifying of yards and the black-topping of the entrance road to town by the county highway department. The result was a noticeable new beauty throughout Indianahoma. A large welcome sign was installed on the highway at the turn-off. The entire school was made available and the buildings were completely prepared and decorated in advance. Ladies of the community sewed 24 banners which transformed the auditorium. An outstanding model of the town as it was in 1911 and a display of old photographs and Indian handicrafts attracted much attention. A fascinating history was written by a group of Indianahoma ladies after extensive research into old files. At least half the population attended the opening feast and many came throughout the Consult. People employed during the day were there in the evenings, staying late into the night to plan the town's future. One local resident commented to a community group, "Since the ICA has come here, we need to take advantage of this opportunity by assuming responsibility for our own community. We will not fail." After one of the early work-days, one citizen exclaimed, "We haven't had this many people working together in 50 years." After he had been presented with a cap from the Kwangyung Il Human Development Project in Korea, the mayor expressed the feelings of many townspeople when he responded, "I am looking forward to the day when Indianahoma will be presenting similar gifts to other projects." People from out-

side the community were equally impressed by the methods, results and enthusiasm shown throughout the Consult. Official representatives of county and state government agencies indicated keen interest in the project. One representative of a county agency said, "This project has a new approach--getting citizens to take responsibility for their own community. This is the right direction to move." A county health service worker came initially, as a representative of her agency. She got interested and stayed through the rest of the Consult, and brought her husband to cut weeds on the closing day of producing local "miracles". The community-wide enthusiasm, the whole-hearted participation by Indian residents and the accomplishments before and during the Consult indicate that similar projects will be welcomed in local communities throughout the Southwest.

FOLLOW UP

The task following the Consult is to initiate the implementation of the tactics which are focused in the Actuating Programs reported in this document. First, this will involve the ongoing meeting of local leaders, Indian residents and other interested people to plan program implementation. Second, initiation of special training sessions will be needed for those who will bear responsibility for major aspects of the project. Third, gathering community consensus concerning all aspects of the project will be an ongoing necessity. Fourth, project initiation requires that catalytic staff reside in the community to begin training and building incentive that will raise a community-wide sign.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community provides the elements required for a human development project. In the past 20 years, the work of the Institute of Cultural Affairs in inner city neighborhoods, suburban towns, and rural villages across the globe has confirmed the fact that wherever there is local community, there is the readiness and the need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, is visible and is accessible. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. Second, a potential location will be characterized by apparent hopelessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need. Third, both social and economic development measures are necessary to provide comprehensive-

ness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

Economic

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by enticing non-resident shoppers, by borrowing money and extending credit lines, by using state and federal funds and, in some instances, by soliciting special cash grants and donations in kind. Third, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by producing locally as many of the consumable goods and services as possible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the municipal, state, regional, national and international levels.

Social

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort

in the daily practicalities of the project; thus, they can be the difference between social despair and creative engagement.

ACTUATION

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, the coordinated effort of both the public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding, and material contributions provide sustained support for the project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programs is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programs are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross-section of the whole community, thereby building the cooperation vital to effective results in every program arena within a period of six to twelve months. Although the acceleration and stabilization of leadership training and program implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

IV

THE APPLICATION

DOCUMENT

The body of the following summary document contains the detailed findings of the Consult. It is divided into five parts. Part I deals with the Operating Vision; Part II, the Underlying Contradictions; Part III, the Practical Proposals; Part IV, the Tactical Systems; Part V, the Actuating Programs. The first two paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the particular findings of each phase. Each part of the document also contains one or more holding charts which illustrate specific aspects of the narrative and provide an overview for the entire section. The concluding section offers insights and recommendations about matters such as project funding, phasing designs, staff requirements and replication possibilities and procedures.

IHDP
ICA Consultants

This summary report is intended to be a highly practical tool. It summarizes the results of the consultation research which provided an occasion for local citizens to focus their concerns, their hopes, and their dreams creatively on the task of reshaping community. This document, therefore, symbolizes the participation of the Indianahoma people in practical decision-making about their future. In so doing, the report itself is the incentive needed for actuation of the project. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Indianahoma putting the model into effect and as a guide to those elsewhere who will replicate this Human Development Project.

PRACTICALITY

PART ONE

THE OPERATING VISION

I

VISION

The first task of the Consult consisted in objectifying the Operating Vision of the future shared by the people of Indiahoma. Such a vision for any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures and is suggested by their style, symbols and dreams. All these form who they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude toward itself and its destiny. Only when the vision is made manifest and a community consciously stands present to that vision can local community development occur. The process of objectifying this vision in a formal model is lengthy. This is explained in part by the fact that no community by itself can grasp its own vision. It was only when the subjectivity of the residents of Indiahoma was impacted by the objectivity of the guest consultants that the Operating Vision of the community emerged.

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent the day in the field becoming generally familiar with the community. In addition to this overall survey, each team was assigned to investigate closely a specific aspect of community life - agriculture, business, basic services, community life and education. The teams covered the whole geography of the community, talked informally with people they met, visited local gathering places, surveyed community facilities and were invited into the homes of residents. Through these activities, the consultants were directly in contact with a significant percentage of the residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally the 149 pieces of data from the five teams were ordered in the basic categories of the present model. Plate 1 gives rational, objective form to the Operating Vision that exists in the understanding of the people of Indiahoma. It was in relationship to this model that the Underlying Contradictions could be discerned in the subsequent phase of the consultation.

RESULTS

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three major sections indicate the overarching dimensions of the vision of the people of Indianahoma. Section A, Toward Rebuilding Local Economy, points to the people's belief that the development of foundational sustenance is the key to their future as an economically self-sufficient community. Section B, Toward Invigorating Community Life, articulates the community's vision of improved neighborhood surrounding and functional community space. The people also envision the need for an adequate information flow to facilitate the engagement of all age groups in civic affairs and celebrations. Section C, Toward Intentionalizing Citizen Care, reflects the desire that the needs of all the people be met through the services and institutions available within the community. The hope for creating special structures to meet particular community needs is also expressed here. The chart is divided into seven master categories within which are twenty-nine components. These are then further subdivided into a total of 116 individual items, each representing a facet of the Operating Vision of the citizens of Indianahoma. It is in these that the practical substance of the vision is held. Three of the seven master categories deal with Civic Facilities, Citizen Engagement, and Physical Space, aspects of a concerned citizenry and a re-fashioned environment. Two others deal with commercial Enterprises and Business Ventures, signs of a revitalized local economy. The last two deal with Expanded Education and Basic Services, directed toward intentional care for the community.

ECONOMY

The people of Indianahoma have as one of their primary concerns the desire to expand and develop their local economic base. They hope to do this through new and broadened commercial and business enterprises--focusing in the main part of town. They would like a well-stocked general store which would include a wide variety of groceries, drug supplies and sundries. Local residents also want an auto center that could adequately repair and maintain their cars, and a cafe in town which the whole family could enjoy. The community sees the possibility of establishing a structure for personal financial services, such as home loans and check cashing. They anticipate light industry and manufacturing companies being created. There is also a hope that a wide range of services be provided locally, such as an improved laundromat, a barber and beauty shop, and a photo supply center.

MOTIVITY

The people of Indianahoma see that the redevelopment of the community depends on the inclusive engagement of the people and on the recovery of a basic identity of Indianahoma as a great community. Citizen engagement is seen in the creation of activities for all age groups and in an information network to facilitate expanded participation. Organized promotional activities are seen as a means of giving direction to such participation. Citizen engagement is seen as being motivated by civic and social gatherings and is supported by beautification of the town. The greatness of

IHDP
ICA Consultants

Indiahoma is seen as being expressed through enriching community life with traditional events, by community celebrations, through designing the space of the community to be a symbol of pride, and through the recreational life of all ages.

An increase in basic services is called for in Indiahoma. The residents want better fire protection and security systems, such as regular law enforcement, traffic regulation and control of stray animals. A major dream of the community is to have health services available to them. These would include a small medical clinic, emergency service, health education and insect control. Upgrading local roadways is a need both in terms of road surfaces and pedestrian walkways. A number of improvements in public utilities are desired, too. Although there is a town water supply, the residents want to see it upgraded. The people of Indiahoma hope, also, to have natural gas, updated sewer system and complete trash removal. They know that a key to the development of their community lies in designing a city plan. They want to seek out funding sources for direct aid and increase the structured care for its residents through enforced and clearly stated zoning codes and building regulations. Another significant arena of concern is education. The people of Indiahoma are excited by the possibilities of expanding learning opportunities for everyone. They want a library, enrichment programs, ways to develop skills, and cable television. The already established school in Indiahoma is an important focus for everyone. They would like to strengthen the local formal education further through curriculum expansion, vocational skills training and facilities improvement. For the pre-school age children, the residents have many dreams. They want a Head Start program and day care center in a licensed facility and supported by supplemental funding.

CARE

OPERATING VISION

ICA Consultants

A Summary of the Existing Operational Vision of the People of Indiahoma

Plate 1

A — toward REBUILDING LOCAL ECONOMY foundational sustenance				B — toward INVIGORATING COMMUNITY LIFE human movitivity				C — toward INTENTIONALIZING CITIZEN CARE structural support						
COMMERCIAL ENTERPRISES I		BUSINESS VENTURES II		CIVIC FACILITIES III		CITIZEN ENGAGEMENT IV		PHYSICAL SPACE V		EXPANDED EDUCATION VI		BASIC SERVICES VII		
developing GENERAL STORE	Drug Supplies	enlarging LAUNDRY FACILITIES	Modernized Interior	Inaugurating COMMUNITY CENTER	Heritage Display	focusing INDIAHOMA CELEBRATIONS	Seasonal Activities	stimulating TOWN BEAUTIFICATION	Clean-up Program	promoting LEARNING OPPORTUNITIES	Library Facility	improving SECURITY SYSTEMS	Fire Protection	
	Expanded Groceries		Dry Cleaning		Meeting Space		Heritage Days		Landscape Project				Enrichment Programs	Law Enforcement
	Competitive Prices		Additional Equipment		Social Node		Recognition Events		Building Renovation				Skills Development	Traffic Safety
	Increased Sundries		Air Conditioning		Community Offices		Social Gatherings		Selected Demolition				Animal Control	
establishing AUTO CENTER	Repair Service	supplying REPAIR SERVICES	Home Maintenance	expanding RECREATIONAL AREAS	Tennis Courts	strengthening YOUTH ACTIVITIES	Arts Program	marketing COMMUNITY IDENTIFICATION	Street Names	broadening FORMAL EDUCATION	Cable Television	initiating HEALTH SERVICES	Medical Clinic	
	Factory Items		Appliance Repair		Basketball Court		Citizenship Training		Community Signs				Emergency Service	
	Used Parts		Plumbing Service		Baseball Field		Club Organization		House Identification				Health Education	
	Auto Accessories		Heating Systems		Game Room		Team Sports		Street Markers				Insect Control	
opening COMMUNITY CAFE	Drive-In Service	offering PERSONAL SERVICES	Barber Shop	constructing PUBLIC POOL	Bath House	Introducing ELDERS PROGRAM	Nutritional Services	providing PUBLIC PARKS	Park Improvement	beginning PRESCHOOL PROGRAM	Facilities Improvement	ensuring PUBLIC UTILITIES	Road Surface	
	Game Area		Beauty Salon		Wading Pool		Transportation Coordination		Mini- Parks				College Preparation	Sidewalk Expansion
	Family Meals		Variety Store		Supervised Program		Recreational Opportunities		Childrens' Playground				Vocational Skills	Street Lights
	Soda Fountain		Photo Service		Maintenance Systems		Community Engagement		Picnic Areas				Drainage Systems	
procuring FINANCIAL SUPPORT	Financial Counseling	increasing RESIDENTIAL HOUSING	New Homes	activating INFORMATION FLOW	Weekly Newspaper	structuring CIVIC ASSOCIATION	Weekly Newspaper	designating LAND USE	Residential Housing	Head Start	Licensed Facilities	designing CITY PLAN	Safe Water	
	Home Loans		Rental Units		Activities Announcement		Development Organization		Commercial Sites				Natural Gas	
	Checking Facilities		Renovated Dwellings		Service Directory		Booster Club		Garden Plots				Sewer Systems	
	Bill Payments		Housing Development		Voter Information		Volunteer Groups		Recreational Areas				Trash Removal	
soliciting SMALL BUSINESS	Light Manufacturing	increasing RESIDENTIAL HOUSING	Rental Units	structuring CIVIC ASSOCIATION	Development Organization	structuring CIVIC ASSOCIATION	Booster Club	designating LAND USE	Commercial Sites	Day Care	Supplemental Funding	designing CITY PLAN	Funding Sources	
	Recycling Centers		Renovated Dwellings		Volunteer Groups		Garden Plots		Building Regulations					
	Commercial Handicrafts		Housing Development		Town Meetings		Recreational Areas		Development Plan					
	Hauling Company		Housing Development		Town Meetings		Recreational Areas		Zoning Code					

PART TWO

THE UNDERLYING CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Indianahoma. The term "contradiction," as it is used here, does not refer to obvious problems, but to coagulations of underlying blocks to the Operating Vision. Contradictions are closely related to relatively invisible deep currents of history and therefore, are difficult to discern. They cannot be located directly, but must be approached indirectly by identifying the deterrents and blocks to the Operating Vision of the people. It is by looking through the blocks in relation to the objective historical trends that the Underlying Contradictions can be located. If the Underlying Contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the Operating Vision in a direct fashion. Rather, social change occurs indirectly, by creating practical proposals to deal with the Underlying Contradictions to the Operating Vision. For this reason, contradictions are not negative categories but are bearers of significant creativity.

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself with discerning the blocks to the total Operating Vision (Plate 1) and then focused in depth on its particular assigned areas of the vision. In this way, the values of comprehensiveness and depth were both held in the teams overall analysis. Keeping in mind the profound trends of history, which had been the subject of an earlier conversation among the total Consult, the teams discerned the subjective irritants which field visits had revealed in order to identify the objective deterrents to the Practical Vision. Upon returning from the field, each team listed its data and built a prioritized list of blocks to the total vision. The 141 pieces of data were then organized into a comprehensive set of ten Underlying Contradictions facing the people of Indianahoma.

As the accompanying chart (Plate 2) indicates, ten foundational contradictions were discerned. Under these are subsumed all the specific deterrents and blocks identified by the consultants. These contradictions are prioritized by the number of deterrents listed under each. This listing indicates the amount of attention each area brings out from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the Operating Vision, but it is an informative and therefore,

RESULTS

an important step in holding the entire matrix of contradictions present in the situation. The bottom of the chart delineates the number of responses in each column and the overarching groups of contradictions. The first two contradictions stand together with 41 items which constitute slightly more than 30% of the 141 separate items on the whole chart. The next two contradictions combined drew 25% of the total responses. Contradiction V, VI, and VII taken together accounted for 27% of the total; the remaining three contradictions drew 18% of the responses. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first grouping underlines the importance of the unified corporate effort to deliver critically needed goods and services to the community. The second grouping stresses the necessity of finding practical ways for the residents of Indianahoma to participate significantly in the contemporary world without forgetting or denying their unique heritage. The third grouping indicates the necessity to fully and wisely use all of the natural and human resources of the community in its development. The fourth and final grouping points out the need to stabilize the basic units and patterns of the Indianahoma's social existence. The entire set of ten Underlying Contradictions provides a basis for creating Practical Proposals.

UNDERLYING CONTRADICTIONS CHART

ICA Consultants

Plate 2

I UNEXPLORED ALTERNATIVES FOR CREATIVE DEVELOPMENT	II LIMITED SCOPE OF TOWN PLANNING	III UNINTENTIONAL FORMS OF DECISION MAKING	IV FRAGMENTED IMAGES OF COMMUNITY LIFE	V INADEQUATE CIRCULATION OF CIVIC INFORMATION	VI UNTAPPED POTENTIAL FOR RETAIL TRADE	VII NARROW RANGE OF BUSINESS SKILLS	VIII UNDEVELOPED CHANNELS OF AVAILABLE RESOURCES	IX UNREALIZED POTENTIAL OF LOCAL LEADERSHIP	X MINIMAL PROMOTION OF COMMUNITY ASSETS
Restricted Banking Options	Deficient Water Lines	Unplanned Community Center	Limited Success Images	Obscured Intergenerational Needs	Uncertain Market Volume	Few Trained Managers	Inaccessible Road Improvements	Tangled Decision Sources	Undeveloped Promotional Material
Inaccessible Financial Services	Inadequate Water Service	Incomplete Planning Process	Overemphasized Past Failures	Meager Youth Facilities	Undemonstrated Repair Market	Untrained Security Personnel	Irregular Maintenance Systems	Obscure Community Leadership	Unutilized Marketing Opportunities
Unlocated Finance Counselling	Limited Sewage Capacity	Nonexistent Planning Structures	Minimal Citizen Confidence	Absent Socializing Systems	Unresearched New Business	Deferred Cafe Completion	Overlapping Intergovernmental Relationships	Unclear Leadership Role	Uncompetitive Rural Attractions
Underdeveloped Lending Sources	Partial Refuse Systems	Undecided Floridation Plan	Unventured Community Involvement	Unclear Land Ownership	Uninvestigated Laundry Market	Unfinished Cafe Plan	Limited Maintenance Equipment	Unconfident Citizen Participation	Infrequent Town Celebrations
Unplanned Facility Financing	Inadequate City Irrigation	Unstructured Beautification Plan	Unwanted Excessive Growth	Blocked Land Use	Unproved Vegetable Market	Nonexistent Profit Analysis	Expensive Health Facility	Untapped Community Wisdom	Limited Manufacturing Incentives
Undiscovered Business Contacts	Piecemeal Paving Plan	Sporadic Citizen Involvement	Narrow Education Images	Unarticulated Community Will	Outward Cash Flow	Incomplete Cost Projections	Stalled Sewage Expansion	Untransferred Leadership Skills	Minimal Industrial Recruitment
Unexplored Supermarket Alternatives	Unenforced Safety Ordinances	Inadequate Meeting Methods	Ingrained Individualistic Patterns	Unexpressed Future Vision	Established City Shopping	Undetermined Sales Potential	Insufficient Water Pressure	Weak Program Follow-up	Ineffective Business Solicitation
Irregular Automotive Repair	Unprotected Commercial Establishments	Few Civic Organizations	Individualistic Property Use	Infrequent Information Dissemination	Unprofitable Small Business	Minimal Financial Understanding	Limited Income Source	Nonexistent Development Group	
Sporadic Appliance Repair	Unstructured Law Enforcement	Ineffective Implementation Methods	Blocked Community Action	Vague Civic Information	Unconfident Potential Entrepreneurs	Limited Basic Skills			
Difficult Land Acquisition	Unfocused Town Center	Restricted Daytime Involvement	Insufficient Former Methods	Unpublicized Community News	Limited Trade Area	Unsustained New Businesses			
Unfunded Roadway Improvements	Undeveloped Community Space	Minimum Planning Participation	Misconstrued Growth Image	Undisseminated Employment Opportunities	Expensive Equipment Prices	Inaccurate Equipment Plan			
Prohibitive Facility Costs	Unresolved Community Boundaries	Ineffective Participation Means	Unnamed Community Streets	Unadvertized Existing Services	Excessive Overhead Costs				
Complex Health Delivery	Nebulous City Plan	Unclear Consensus Patterns	Unidentified Community Space	Uncommunicated Resource Opportunities					
Remote Health Care	Unintentional Space Upgrading	Obscure Decision Mechanisms	Ineffective Community Story						
Uninvestigated Health Care	Unmanageable Land Maintenance	Limited Community Cohesion							
Unresearched Educational Choices	Unclear Tax Plan	Unformed Community Consensus							
Narrow Program Offerings	Insufficient Utility Revenue								
Inflexible Class Scheduling	Restricted Tax Base								
Infrequent Adult Education									
Static Curriculum Format									
Limited Meeting Space									
Unavailable Commercial Sites									
Underutilized Available Space									
23	18	16	14	13	12	11	8	8	7
I			II			III			IV

CONTRADICTION I

Unexplored Alternatives for Creative Development

The first contradiction has to do with discovering alternative ways of developing Indianahoma. The emerging trend in human settlement today is toward self-sufficient, small communities which maintain their viability by providing basic goods and services locally. Indianahomans' images of shops are a shopping center like Lawton's or a reduplication of their old successful community. When a new highway was built north of town, much of Indianahoma's former business patronage was diverted elsewhere. As a result many local businesses and services closed or reduced their operations in volume and quality. Community residents have adapted to these changes by acquiring jobs in Lawton. They bank, shop and receive health care in Lawton, or other nearby towns. However, not all of the residents, the elders, for example, find it possible to travel 20 miles to shop or obtain medical care. The only all-community institution remaining in town is the school which serves youngsters from kindergarten through high school. Very few curriculum enrichment programs or adult education courses are offered. No health facility or banking institution exists locally. Two small groceries offer a limited selection of convenience items at relatively high prices. Auto and appliance repair services are offered on an appointment basis but service is uneven due to limited parts inventory and skills availability. Indianahomans' desire to revitalize the town is blocked by images of past greatness which cannot be recreated in a similar style today, thereby preventing them from searching for alternatives which could provide the same services in more appropriate forms. Unless alternative, innovative approaches are tapped, existing services and businesses may also disintegrate, further sapping the creativity and unrealized potential not only of the town but of its residents.

CONTRADICTION II

Limited Scope of Town Planning

The second contradiction lies in the area of community planning. The trend of population migrations away from rural communities has reversed itself in the last decade so that increasing attention is being paid to developing plans for the quality of small-town life. In Indianahoma the informality of relationships, along with the emphasis on individual approaches to property use, have resulted in piecemeal designs for city life. Shallow water lines and at-capacity water and sewage systems discourage the attraction of new business and housing

development. Ambiguous, unenforced ordinances, occasional law enforcement and unclear land ownership titles block the renovation and building of facilities for community use. A low tax assessment established years ago prevents adequate repair of utilities and expansion of school programs necessary for the current population, not to mention expansion of these services necessary for attracting new business and residents. More significantly, the absence of a plan for landscaping and developing the center of town contributes to the general hopelessness and despair relative to future Indianahoma development. Until a town plan is created which comprehensively sketches out the physical town-center design and provides for the improvement and expansion of utility, roadway, and security services, Indianahoma will find it difficult to attract new business and additional residents.

CONTRADICTION III

Unintentional Forms of Decision Making

The third contradiction has to do with community decision making. Across the world today grassroots people are taking responsibility for the destiny of their communities by working together in many forms of corporate groups to build a consensus out of which they can progress. In Indianahoma, no intentional structures exist for making community decisions, or for meeting together on matters of common concern. The provision of improved health and utility services, for example, is impeded because the community has no established pattern of making decisions which can in turn be implemented with broad community support. The absence of community meeting structures, in turn, limits the flow of accurate, objective information regarding available resource opportunities to the residents. The over-fluoridated water supply could be purified through a federal grant, but few residents know about or understand the potential benefits and/or disadvantages, because there has been no means to discuss it publicly. The scarcity of effective procedures for following through once a decision is made encourages a wait-and-see attitude on the part of residents who suspect "nothing can happen in Indianahoma." Buildings and land are apparently not available for community-wide use nor do residents see any hope for making them available since there are no structures for community decision making. People feel like giving up because there doesn't seem to be any solution. Until community residents develop corporate meeting structures with clearly understood decision-making procedures, plans will continue to be unimplemented for lack of broad community support.

CONTRADICTION IV

Fragmented Images of Community Identity

The fourth contradiction has to do with the sense of community identity in Indianahoma. Societies around the world are awakening to the greatness of their heritage and are discovering the gift of the symbols which enabled that greatness. Today in Indianahoma the number of residents and the scope of the economic life have diminished in size. Many Indianahomans experience themselves victimized by previous images of greatness in the face of the present situation. A significant number of buildings and lots in the center of town stand vacant and in disrepair, giving rise to stories of the community's decay. Because the streets are unnamed, the houses have no addresses and maps of the town are not obviously accessible, it is difficult for residents to give directions to outsiders, thereby contributing to the general sense of insignificance. Whereas other small towns in Oklahoma have adopted slogans or trademarks to promote their towns, Indianahoma has had no identifying symbol for use in promoting local resources, which by and large remain unrecognized by residents and outsiders, alike. These vague and sometimes fragmented images of community life have contributed to a reluctance on the part of local businessmen to expand their present operation or to invest in new ventures for fear that "nothing can happen in Indianahoma". At the same time, individualistic practices of property ownership permit residents to use plots of land in any way they choose. People complain about stray animals in the streets yet no action has been taken. Some residents believe small industrial and housing developments would cause excessive growth which they consider undesirable. Indianahomans base their image of a thriving town on their own past when there were as many as forty businesses in town; at the same time they wish to retain the community's small, quiet, rural character. Until the town is released to decide which direction it is going to move and create a community story to symbolize that decision it will continue to cut off its future.

CONTRADICTION V

Inadequate Circulation of Civic Information

The fifth contradiction has to do with information dissemination in Indianahoma. The gift of modern technology has made rapid information access available to most of the world. Indianahomans receive global news on radio and TV and in newspapers from Lawton and other nearby towns, but there are no local communications forms other than the telephone to distribute Indianahoma news. There is no commonly understood structure to communicate

regular, coordinated objective local news. There is no local newspaper, community bulletin board or other clearing house for public announcements and events. No centralized source of basic information on taxes, city structures and ordinances is available. In many cases documents which might untangle the maze of property ownership are difficult to locate or were never recorded. The school has a library but no local public library exists. Presently, the most comprehensive form of local information exchange goes on during storm warnings announced with C.B. radios, in conjunction with Civil Defense personnel. Indianomans of all ages have no public means to share their views on community issues. As a result, they experience themselves as excluded from the centers of action. People assume that "others" have inside knowledge about a certain issue and will deal with it. In the absence of dissemination of information of community-wide interest people are resigned to feeling left out and denied the right to participate in community life. Until ways are discovered to keep all the people abreast of Indianoma news and to enable them to share their views on current issues, the town's cohesiveness and vitality will be blunted.

CONTRADICTION VI

Untapped Potential For Retail Trade

The sixth contradiction has to do with retail trade in Indianoma. The trend today is toward the development of economically viable retail trade in local communities. Loss of past businesses has downgraded the town's image, as cash flows outward for goods and services. The remaining few, small businesses find it increasingly difficult to make a profit. Nearby marketing skills are frequently unknown or untapped, thereby reducing the possibility of expanding current businesses or attracting new enterprises. Although possibilities exist for initiating new businesses and for drawing additional customers from Lawton and other areas to Indianoma, some residents are not sure they want the changes nor have they researched the possibilities for establishing them. Many individuals feel little urgency to develop the town economically because they work out of town, contributing to the self-sufficiency of individuals and the impoverishment of the town. Youth who acquire skills often do not return to Indianoma since there are few available local jobs. People are aware that the town is going downhill economically. They have expressed a need for retail trade in Indianoma and know something needs to be done, but are not sure what to do, and are not convinced that anything could happen in Indianoma anyway. Until constructive efforts to expand and develop retail trade in Indianoma are made, the revitalization of Indianoma is tenuous.

CONTRADICTION VII

Narrow Range of Business Skills

The seventh contradiction has to do with the practical business skills of the townspeople. The vastness and developed complexity of the modern business world has produced a wealth of available business knowledge and skills. In Indianahoma the increasing complexity of modern economic life has outpaced the structures and procedures established for managing a business in a small-town environment. Current costs and complexities of doing business limit the extent to which the personalized approach to management can be actualized. The restricting of personal service, in turn, discourages the frequent patronage of many customers, thereby reinforcing a sense of failure on the part of many small businessmen. The skills of doing precise cost-projections, analyzing the potential profit over against the cost of doing business, advertizing to wider trade areas, and developing new product and customer markets are not utilized by Indianahoma businessmen. The basic skill of calculating the number of manufactured items required to cover the cost of the machine producing the item, for example, is virtually unknown to small-town residents. Businessmen do not understand or seek out skills or funds required for surviving the first year of operation which results in a high number of initial failures. Both the lack of business skills and the unawareness that certain skills are needed result in a failure mentality and a reluctance of businessmen to try to establish a business in Indianahoma. Until prospective businessmen of Indianahoma find ways to acquire modern business skills and resources, the business potential will remain essentially unrealized.

CONTRADICTION VIII

Undeveloped Channels for Available Resources

The eighth contradiction has to do with the transfer of appropriate technical resources. Twentieth Century technology has produced untold technical and social resources which are available through governmental and social agencies. In Indianahoma few citizens know how to link the service to the local need or how to proceed if a "no" is said to an initial request for assistance. Road repair is difficult in Indianahoma since some roads fall under the jurisdiction of county maintenance offices located in Lawton, while other roads are to be repaired by Indianahoma city offices. Knowing the appropriate persons to contact and the procedures for following through require persistence and continuity on the part of Indianahoma residents which they are not ready to risk. A similar situation exists in relation to the delivery of health services.

Because residents are unfamiliar with the methods of seeking assistance offered to rural communities they either do not attempt to obtain the resources or quit at the first discouraging response, thereby depriving themselves of necessary services. Until residents employ appropriate means to obtain resources offered by local, state and national bodies, the supply of services to Indianahoma will remain marginal.

CONTRADICTION IX

Unrealized Potential of Local Leadership

The ninth contradiction lies in the area of local leadership. Today there is an established trend toward local initiation of community development. In Indianahoma, there are no ongoing structures through which the whole community's leadership skills are developed and practiced. Due to obscure channels of community decision-making and the infrequency of leadership training, the community has not realized the fact that people are its most valuable resource. Individuals in turn, have been hesitant about taking leadership roles, thinking themselves to be unqualified. Some are inhibited by their images of appropriate roles. The community's tendency is to rely on the handful of people who have demonstrated their willingness to assume responsibility. Little effort has been made to utilize the unique gifts of every individual. In Indianahoma people assume that leadership will be done by others but few step forth and the community is bereft of adequate leadership. Until Indianahoma broadens its leadership base and all the residents see themselves as responsible for the community's well-being, little significant or long-lasting development will be accomplished.

CONTRADICTION X

Minimum Promotion of Community Assets

The tenth contradiction is in the category of community promotion. The world-wide phenomenon of advertising and publicity is being utilized increasingly by local communities to promote their marketable assets. In Indianahoma, the residents have expressed a desire to obtain new commercial ventures, but have not developed promotional material which might attract them. Residents do not understand or appreciate that regularly scheduled community celebrational events are among the most powerful tools for advertising the town and its assets. Incomplete and inadequate articulation of what the town has the capability of offering results in a negative response to promotion schemes and a continuing acceptance of a second class town image. Until Indianahomans discover, appreciate and aggressively promote the assets within the town, the community will be unable to attract an influx of fresh capital, increase the market for local products or improve the image of the community.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

The third task of the Consult consisted of building the Practical Proposals. The proposal refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual social situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the Operating Vision reveals the conscious and unconscious images out of which the community operates, the Practical Proposals represent a clear image of the direction in which the community needs to move relative to the contradictions. In this sense, proposals represent judgment or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change can occur.

PROCESS

In order to create the proposals, the consultants continued to work as teams organized according to broad arenas of expertise. Following further opportunities for site visits in the field, each team forged a series of detailed proposals which articulated the major actions needed to address the entire swirl of contradictions blocking the Operating Vision. The proposals represent strategic formulations of practical yet inclusive possibilities for the Indianahoma community. Finally, the entire Consult, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of the Indianahoma community.

RESULTS

The Practical Proposals Chart (Plate 3) is comprised of twenty-five proposals referred to as "projects". They are organized under seven master proposals which reflect decisional responses to major contradictions. The first two master proposals relate to the community's economic stability and call for new and expanded business ventures and a support network. The next three master proposals deal with civic cohesion. They call for increased community pride, citizen engagement and a total design for the environment. The remaining two master proposals relate to social structures in Indianahoma and call for providing basic care and practical education. The pro-

posals do not indicate what to do. They point to the arenas within which decisions can be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

PRACTICAL PROPOSALS CHART

I ECONOMIC SUFFICIENCY PROPOSALS		II CIVIC COHESION PROPOSALS			III SOCIAL STRUCTURES PROPOSALS	
A	B	C	D	E	F	G
BUSINESS VENTURES PROPOSAL	SUPPORT NETWORK PROPOSAL	COMMUNITY PRIDE PROPOSAL	CITIZEN ENGAGEMENT PROPOSAL	ENVIRONMENT DESIGN PROPOSAL	BASIC CARE PROPOSAL	PRACTICAL EDUCATION PROPOSAL
MODERN MINI-MALL PROJECT 1	DEVELOPMENT CORPORATION PROJECT 4	IDENTITY SYSTEMS PROJECT 8	COMMUNITY CELEBRATIONS PROJECT 11	MULTI-PURPOSE COMPLEX PROJECT 16	HEALTH SERVICES PROJECT 19	EXPANDED LEARNING PROJECT 23
	TECHNICAL ASSISTANCE PROJECT 5		LEADERSHIP DEVELOPMENT PROJECT 12		UTILITIES EXPANSION PROJECT 20	
BUSINESS EXPANSION PROJECT 2	CAPITOL RESOURCES PROJECT 6	INFORMATION NETWORK PROJECT 9	CIVIC FORUMS PROJECTS 13	TOWN PLAN PROJECT 17	STREET IMPROVEMENT PROJECT 21	BUSINESS SKILLS PROJECT 24
	INDIAHOMA PROMOTION PROJECT 7		YOUTH ACTIVITIES PROJECT 14			
LIGHT INDUSTRY PROJECT 3		EXTERNAL RELATIONS PROJECT 10	LOCAL ORGANIZATIONS PROJECT 15		SECURITY SYSTEMS PROJECT 22	COMMUNITY PRE-SCHOOL PROJECT 25

ECONOMIC SUFFICIENCY PROPOSALS

Every local venture can develop the resources it needs to sustain a stable economy. In Indianahoma, the Economic Sufficiency Proposals will catalyze development of economic resources available to the community and will provide new job openings. This involves two specific proposals to change the present situation. The Business Ventures Proposal will expand the economic base of Indianahoma by providing new retail outlets, modernizing and expanding present businesses, and initiating light industrial operations. The Support Network Proposal will assure that technical assistance and funding will be available to support the expanded economic base.

Rural communities across the globe are rediscovering the importance of viable local business and industry. In Indianahoma, the Business Ventures Proposal has three components to respond to this need.

A
BUSINESS
VENTURES

The Modern Mini-Mall Project will provide basic goods and services for everyday living, concentrated in a central shopping area. The Business Expansion Project will combine small service outlets and will institute volume buying where feasible. The Light Industry Project will provide additional employment through assembly contracts, small manufacturing, and a general construction company.

In most economically-struggling towns, neither capital nor technological know-how is available to facilitate the comprehensive and rapid changes that are required to achieve local self-sufficiency. The Support Network Proposal will generate both financial and technical assistance, and will initiate a promotion program for Indianahoma business and industry. The Development Corporation Project will form a legal not-for-profit organization which will receive grants and loans to provide seed money for starting new ventures, and which will provide planning guidance for new industries. The Technical Assistance Project will conduct market analysis, exchange technical business data, and move to attract outside business interests. The Capital Resources Project will solicit outside funding in the form of public and private grants and preferred loans, and will provide needed financial advice to local enterprises or individuals planning to become entrepreneurs. The Indianahoma Promotion Project will move aggressively to discover external markets and to attract new businesses, and will publicize local commercial advantages.

B
SUPPORT
NETWORK

II

CIVIC COHESION PROPOSALS

The second arena of community development is that of civic cohesion. There are three proposals that concretely provide residents with the possibilities of effective engagement in the social process. The Community Pride Proposal will enable residents and others from out-of-town to be aware of Indianahoma's greatness through identity systems, an information network and intentionalized external relations. The Citizens Engagement Proposal will bring citizens together in a variety of events, forums, activities and organizations. The Environment Design Proposal will create a focus to the community's space and will catalyze ongoing participation in beautification efforts.

C

COMMUNITY
PRIDE

In many small towns, the people sense their community as having been forgotten and as being "passed by". The Community Pride Proposal will enable a new story to be told about Indianahoma. The Identity Systems Project will provide attractive new street signs and town symbols and will recapture the gifts of the community through heritage displays and happenings. All local residents will have access to the community's wisdom and data through a newsletter, a resource bank, a community directory and a town calendar in the Information Network Project. The story of Indianahoma will be told to many outsiders through the External Relations Project which will also act as a liaison and public relations agent.

D

CITIZEN
ENGAGEMENT

One of the major concerns of community leaders is how to effectively involve broad resident participation in the development of human community. The Citizens Engagement Proposal will design ways to release full participation of local residents. The Community Celebration Project creates numerous festive occasions including bazaars, banquets, special events and work days. Through the Leadership Development Project, potential local leadership will be encouraged and developed as individuals take on new roles and assignments. The Civic Forums Project will focus on quarterly events and neighborhood meetings where consensus methods are used and maximum numbers are involved in decision-making. The Youth Activities Project will engage young adults in the life of the community and create particular structures specifically for youth as well. Finally, the Local Organizations Project will initiate the formation of civic groups, task forces, block clubs and a volunteer corps.

Many towns across the globe are encountering increased problems of maintaining and developing quality environments. Therefore, a unified, integrated design for all community space is an important aspect of Indianoma's future. Creating and maintaining the town's physical attractiveness and assuring the functional use of its existing facilities is the intent of the three projects that make up the Environmental Design Proposal. Space is established for public forums, displays, recreation activities and social gatherings in the Multi-Purpose Complex Project. The Town Plan Project will document and display data and maps on land ownership and zoning regulations and create a single picture for the lay-out of the town. The Comprehensive Beautification Project involves caring for the physical space of Indianoma through landscaping, clean-up campaigns, mini-park creation and building refurbishing.

E
VIRONMENTAL
DESIGN

III

SOCIAL STRUCTURES PROPOSALS

Rural communities everywhere are experiencing the need for citizens to have available the basic services for daily life and to possess the vocational and social skills necessary to enable them to play meaningful roles in the community. In Indianahoma, the Social Structures Proposals will meet these needs in two ways. The Basic Care Proposal will create or update locally-needed services to improve the physical environment and to deliver necessary health care. The Practical Education Proposal will allow citizens to develop the skills needed in their local situations.

In many rural towns, the availability of services is limited. To meet this need, the Basic Care Proposal will provide opportunities for Indianahoma to develop its own social services. The Health Services Project will expand the present health care structures by providing a health outpost where medical services can be offered by existing outside agencies and by creating and training a local staff of health caretakers with emphasis upon meeting the needs of elders. The Utilities Expansion Project will be concerned with assuring adequate water and sewerage systems to meet the needs of an expanding community, coordinating a comprehensive expansion plan, and obtaining the assistance of regional agencies when necessary. The Street Improvement Project will provide paved roadways and a street drainage system throughout the town. The Security Systems Project will involve the residents of Indianahoma in reviewing and revising present ordinances dealing with the security of people and property in the community and in assuring the enforcement of the resulting ordinances.

F
BASIC
CARE

The Practical Education Proposal includes three projects which will result in more people better equipped for town leadership, for business and industry participation and for modern-day living in Indianahoma. The Expanded Learning Project will provide broader opportunities for formal education through wider subject choices, flexibility in class scheduling, and intensifying the preparation for higher education. The Business Skills Project will provide the capability of increased participation in business and light industry ventures through the offering of both practical and academic training opportunities. The Community Preschool Project will assure the provision of an adequate facility and a trained staff of local volunteers and will offer imaginal, motivating learning experiences for community children.

G
PRACTICAL
EDUCATION

I. ECONOMIC SUFFICIENCY

ICA Consultants

A. Business Ventures Proposal

Plate 3A

1. MODERN MINI-MALL PROJECT	1 Commercial Facility	assuring new business space
	2 Specialty Shops	creating new consumer attractions
	3 Business Skills	upgrading small business proficiency
	4 Retail Concentration	providing central shopping area
2. BUSINESS EXPANSION PROJECT	5 New Markets	attracting outside sales potential
	6 Joint Ventures	combining small service outlets
	7 Volume Purchases	maximizing wholesale buying advantages
	8 Inventory Expansion	supplying greater customer selection
3. LIGHT INDUSTRY PROJECT	9 Assembly Plant	using available local skills
	10 Small Manufacturing	providing increased local employment
	11 General Construction	employing community-based contractors
	12 Auxiliary Industry	utilizing surrounding industrial markets

I. ECONOMIC SUFFICIENCY

ICA Consultants

B. Support Network Proposal

Plate 3B

4. DEVELOPMENT CORPORATION PROJECT	13 Legal Registration	assuring local legal entity
	14 Seed Money	stimulating new economic growth
	15 Management Board	coordinating community economic ventures
	16 Planning Guidance	directing local growth patterns
5. TECHNICAL ASSISTANCE PROJECT	17 Management Skills	increasing local business acumen
	18 Market Analysis	compiling vital commercial information
	19 Information Systems	exchanging technical business data
6. CAPITAL RESOURCES PROJECT	20 Business Incentives	attracting outside commercial enterprises
	21 Financial Grants	soliciting new outside funding
	22 Preferred Loans	obtaining low-interest loans
	23 Application Expertise	providing needed financial advice
7. INDIAHOMA PROMOTION PROJECT	24 Inkind Donations	securing valuable material supplies
	25 Advertising Campaign	eliciting broad regional support
	26 Marketing Research	discovering relevant external markets
	27 Indianhoma Brochure	publicizing unique local advantages
	28 Development Team	attracting appropriate new businesses

II. CIVIC COHESION

ICA Consultants

C. Community Pride Proposal

Plate 3C

8. IDENTITY SYSTEMS PROJECT	29 Street Signs	providing attractive common markers
	30 Town Symbols	stimulating new community pride
	31 Indiahoma History	rehearsing great past happenings
	32 Heritage Display	recapturing total community gifts
9. INFORMATION NETWORK PROJECT	33 Community Newsletter	informing all local residents
	34 Resource Bank	storing vital community information
	35 Community Directory	listing important town data
	36 Town Calendar	publicizing all community events
10. EXTERNAL RELATIONS PROJECT	37 Public Relations	giving imaginal project presentations
	38 Boosters' Group	hosting Indiahoma daily guests
	39 Community Liaison	maintaining regular outside contacts
	40 Government Contacts	exploring crucial official resources

II. CIVIC COHESION

D. Citizen Engagement Proposal

ICA Consultants

Plate 3D

11. COMMUNITY CELEBRATIONS PROJECT	41 Quarterly Bazaars	exhibiting local skill achievements
	42 Recognition Banquets	affirming all community leadership
	43 Seasonal Events	fostering periodic community gatherings
	44 Work Days	engaging all neighborhood residents
12. LEADERSHIP DEVELOPMENT PROJECT	45 Participant Training	studying model leadership techniques
	46 Wisdom Exchange	transferring recently acquired knowledge
	47 Task Assignments	providing selected role experience
	48 Responsible Roles	demonstrating appropriate common methods
13. CIVIC FORUMS PROJECT	49 Quarterly Events	assuring well-informed citizens
	50 Neighborhood Meetings	engaging every local resident
	51 Consensus Method	forging comprehensive decision-making
	52 Maximum Participation	fostering representative local attendance
14. YOUTH ACTIVITIES PROJECT	53 Meeting Center	Providing intentional gathering space
	54 Club Exchange	enabling informal regional collegiality
	55 Civic Involvement	developing responsible youth engagement
	56 Security Patrol	assuming vital community roles
15. LOCAL ORGANIZATIONS PROJECT	57 Civic Groups	promoting total town involvement
	58 Task Forces	coordinating specific common efforts
	59 Block Clubs	creating resident street care
	60 Volunteer Corp	engaging available useful skills

II. CIVIC COHESION

ICA Consultants

E. Environment Design Proposal

Plate 3E

16. MULTI- PURPOSE COMPLEX PROJECT	61 Public Forum	encouraging creative citizen dialogue
	62 Display Center	promoting ongoing local story
	63 Recreational Facility	providing varied leisure opportunities
	64 Social Hall	supporting companionable group gatherings
17. TOWN PLAN PROJECT	65 Ownership Data	reporting legal property status
	66 Space Design	holding over-all community theme
	67 Land Map	designating total land usage
	68 Zoning Regulations	assuring proper space care
18. COMPREHENSIVE BEAUTIFICATION PROJECT	69 Town Landscaping	developing pleasing town environment
	70 Mini-Parks	providing attractive rest areas
	71 Clean-up Campaigns	structuring effective neighborhood upkeep
	72 Building Refurbishment	maintaining optimum community appearance

III. SOCIAL STRUCTURES

F. Basic Care Proposal

ICA Consultants

Plate 3F

19. HEALTH SERVICES PROJECT	73 Health Outpost	providing medical care location
	74 Agencies Liaison	making available existing services
	75 Health Caretakers	creating local health corps
	76 Elders Program	meeting elders' physical needs
20. UTILITIES EXPANSION PROJECT	77 Water Improvement	satisfying existing government standards
	78 Sewerage Expansion	meeting community sanitation needs
	79 Professional Advice	facilitating regional agency aid
	80 Coordination Team	overseeing comprehensive expansion plan
21. STREET IMPROVEMENT PROJECT	81 Phased Plan	assuring adequate roadway network
	82 Cost Analysis	determining realistic funding base
	83 Street Paving	providing complete road resurfacing
	84 Drainage System	establishing adequate surface drainage
22. SECURITY SYSTEMS PROJECT	Procedures Study	determining necessary new ordinances
	86 Necessary Zoning	designating adequate land use
	87 Policing Ordinances	requiring full public compliance
	88 Enforcement Personnel	safeguarding all community property

III. SOCIAL STRUCTURES

ICA Consultants

G. Practical Education Proposal

Plate 3G

23. EXPANDED LEARNING PROJECT	89 Teacher Interchange	broadening student/teacher encounters
	90 Correspondence Courses	offering wider subject choices
	91 Special Classes	arranging cross-class schedule
	92 Advanced Courses	intensifying higher education preparation
24. BUSINESS SKILLS PROJECT	93 Vocational Groups	enabling practical wisdom exchange
	94 Week-end Seminars	offering specialized training opportunities
	95 Formal Training	assuring needed business skills
	96 Apprenticeship Programs	providing on-job work experience
25. COMMUNITY PRESCHOOL PROJECT	97 Adequate Facility	meeting basic safety codes
	98 Volunteer Staff	developing trained local personnel
	99 Imaginal Curriculum	providing motivating learning experiences
	100 Guaranteed Funding	offering reliable established program

PART FOUR

THE TACTICAL SYSTEMS

TACTICS The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the proposals. The Tactical Systems describe and rationally organize the actions required to do the projects delineated in the Practical Proposals Chart. At this point the Operating Vision and the Underlying Contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.

PROCESS In order to discern the Tactical Systems out of the many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total project. The consultants proceeded in this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, each team created an inclusive list of the concrete actions required to effect its proposals. The team then organized its list of actions into basic tactics for each proposal. Finally all of the teams' work was gathered and organized to formulate the Tactical Systems illustrated by Plate 4.

RESULTS The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of four tactical arenas, seven paratactics, 27 basic tactics and 176 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the basic tactics and sub-tactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The four tactical arenas illustrated by Plates 4A-4D hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are described in the subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA A

Tactical Arena A, Utilizing Basic Local Resources, consists of two paratactics and eight basic tactics. This tactical arena intends to multiply the commercial and educational resources of the community. The expansion of existing businesses will increase local money circulation. Suitable small industries will provide additional salaries, profits and taxes. To support this commercial growth, local services will be increased. The creation of a local shopping mart will provide convenient shopping opportunities. To release human resources and increase community participation, leadership skill training will be offered. Vocational skills will be taught to raise the labor pool and increase job opportunities. Relevant educational opportunities will be offered to enrich the life of the community. An early learning center will be built to begin the education process with innovative and creative early learning techniques.

ARENA B

Tactical Arena B, Providing Effective Support Systems, consists of two paratactics and eight basic tactics. The intent of this tactical arena is to direct community and regional resources toward the community's benefit. Total citizen security will include traffic and storm safety and enforcement of ordinances along with volunteer citizen participation in the Fire Department and similar organizations. Community-wide maintenance will be continued on public buildings and property. The upgraded utility systems will meet current needs and provide for future expansion. Health care systems will deliver primary and preventive health services to the community. Technical assistance, both local and regional, will expedite project completion. A local development association will coordinate major economic projects. A firm financial base will encourage rapid community development. An Indianhoma promotional campaign will attract outside assistance and sustain local resolve.

ARENA C

Tactical Arena C, Fostering Inclusive Social Cohesion, consists of two paratactics and six basic tactics. The intent of this tactical arena is to unite the community so that every citizen of both cultures participates in community life. A multi-purpose civic center will be a place for community activities as well as providing room for additional services. Community celebrational events will enable the community to celebrate its uniqueness and heritage. Comprehensive information structures will ensure open communication across the community and serve as a resource where helpful information is filed. An active youth corps will provide the community's young people with direct ways for participation in the life of the community. Community consensus meetings will include every citizen in the decision-making process. Local organization involvement will stimulate group action toward renewing the community.

IHDP
ICA Consultants

Tactical Arena D, Enhancing Overall Physical Environment, consists of one paratactic and five basic tactics. The intent of this tactical arena is to help Indianahoma citizens plan together for orderly, distinctive, controlled and attractive growth for their city. Distinctive identity symbols, including a city grid, will illustrate the community's self understanding. A recreational park system will provide leisure activities for all ages and encourage development of oasis-like beauty spots where trees, shrubs and flowers will be planted. Building development schemes will upgrade present sub-standard buildings and provide additional housing. Modernization of the town's roadway system will improve vehicle access to the community, clarify boundary lines and promote pride in the community's appearance.

ARENA D

TACTICAL SYSTEMS CHART

tactical arena A

UTILIZING BASIC LOCAL RESOURCES

tactical arena B

PROVIDING EFFECTIVE SUPPORT SYSTEMS

tactical arena C

FOSTERING INCLUSIVE SOCIAL COHESION

tactical arena D

ENHANCING OVERALL
PHYSICAL
ENVIRONMENT
paratactic IV

COMMERCIAL
DEVELOPMENT
paratactic I

ESSENTIAL
SERVICES
paratactic II

COMMUNITY
RELATIONS
paratactic III

CITIZEN
ENGAGEMENT
paratactic V

EXTERNAL
RELATIONS
paratactic VI

PRACTICAL
EDUCATION
paratactic VII

tactic 1 expanding EXISTING COMMERCIAL VENTURES	tactic 5 ensuring TOTAL CITIZEN SECURITY	tactic 9 creating MULTI-PURPOSE CIVIC CENTER	tactic 12 catalyzing DISTINCTIVE IDENTITY SYMBOLS	tactic 17 building ACTIVE YOUTH CORPS	tactic 20 assuring APPROPRIATE TECHNICAL ASSISTANCE	tactic 24 releasing EFFECTIVE LEADERSHIP METHODS
tactic 2 beginning SUITABLE SMALL INDUSTRIES	tactic 6 systematizing REGULAR COMMUNITY-WIDE MAINTENANCE	tactic 10 focusing COMMUNITY CELEBRATIONAL EVENTS	tactic 13 completing RECREATIONAL PARK SYSTEM	tactic 18 instituting COMMUNITY CONSENSUS MEETINGS	tactic 21 forming LOCAL DEVELOPMENT ASSOCIATION	tactic 25 accelerating VOCATIONAL SKILLS TRAINING
tactic 3 establishing LOCAL SERVICE VENTURES	tactic 7 upgrading BASIC UTILITIES SYSTEM		tactic 14 accelerating HOUSING DEVELOPMENT SCHEMES		tactic 22 acquiring NECESSARY FINANCIAL BASE	tactic 26 enriching RELEVANT EDUCATIONAL OPPORTUNITIES
tactic 4 facilitating COMMUNITY SHOPPING MART	tactic 8 extending HEALTH CARE DELIVERY	tactic 11 establishing COMPREHENSIVE INFORMATION STRUCTURES	tactic 15 modernizing TOWN ROADWAY SYSTEM	tactic 19 stimulating LOCAL ORGANIZATION INVOLVEMENT	tactic 23 intensifying INDIAHOMA PROMOTIONAL CAMPAIGN	tactic 27 initiating EARLY LEARNING CENTER
			tactic 16 designing COMMUNITY GROWTH PLAN			

TACTICAL ARENA A: Utilizing Basic Local Resources

Paratactic I: Commercial Development

In order for Indianahoma to become self-sufficient economically, a commercial development will be initiated. Expanding existing business enterprises quickly will increase product selection and be a way for circulating money longer inside the community. Securing suitable small industries will increase job opportunities and, by the wages, swell the flow of cash into the area. Local service ventures will extend personal services such as a barber shop, to residents, while a community shopping mart will bring discount groceries and household convenience items near to hand.

Tactic 1: Expanding Existing Business Enterprises

- Subtactics**
- 1 In order to provide a broader economic base and offer additional services to the community, existing business enterprises will be expanded. The feed store will be enlarged to include a fertilizer dealership that will increase the sales volume and
 - 2 attract additional customers. The lumber yard will be expanded to provide a larger selection of materials for needs of local residents and the expanding construction
 - 3 business. The meat processing plant will be equipped for sugar curing and smoking pork to serve local customers who are now shopping in other communities. Appli-
 - 4 ance repair will be available for household items,
 - 5 radios and television sets. A tree service will provide residents with assistance in landscaping, planting and caring for trees and shrubs and removal of dead trees.

Tactic 2: Beginning Suitable Small Industry

- 6 In order to provide stable employment for citizens living in Indianahoma, suitable small industries will be established which utilize the human and natural resources of the community. A garment assembly shop, "cut and sew", will be opened to produce parts and completed garments.
- 7 A craft shop will be started which will feature the native American talent present in this area and which will
- 8 expand marketing of these items. A construction company will promote the growth of Indianahoma by building new housing units within and around town and by refurbishing
- 9 existing housing. A recycling center will be organized to receive and sell glass bottles, metal cans, scrap metal, newspapers, magazines and building materials obtained from clean-up projects and house demolition.

- 10 An industrial shed will be opened to provide space
for small industries during their start-up phase.
11 Auxiliary industry will be encouraged by soliciting
contracts from large neighboring industries. The
12 welding shop will be expanded to include the manu-
facture of sheep shearing equipment and small
trailers.

Tactic 3: Establishing Local Service Ventures

- In order to provide needed personal services not
currently available in the community, local service
13 ventures will be established. A barber shop capable
of catering to the hair style wishes of all ages will
14 be opened. A beauty salon will be established to
complement the barber shop and will offer hair care
15 items and a variety of cosmetics. A fine family
restaurant will be started which will draw customers
16 from a 25-mile service area. The laundry service
facility will be modernized, air-conditioned and
17 expanded by adding a dry-cleaning service. Financial
services will be offered to citizens who request
assistance in attaining loans, cashing checks, pay-
ing bills and making family budgets.

Tactic 4: Facilitating Community Shopping Mart

- In order to revitalize economic growth in the community
and provide residents with a convenient market, a shop-
18 ping mart will be started. A grocery store will be the
central attraction of the mart and will offer a wide
19 range of family-sized grocery items. A meat counter
will offer quality meat products at competitive prices.
20 A produce stall will sell fresh fruit and vegetables
21 featuring locally grown produce when in season. Drug
items such as household drugs and non-prescription
22 medicines will be available. Household wares will be
23 sold in the mart. Dry goods with a high turn-over rate
will be stocked such as photo supplies, sewing
notions and school items.

TACTICAL ARENA B: Providing Effective Support Systems

Paratactic II: Essential Services

In order to insure individual and community well-being, essential
services will be provided in Indianahoma. Citizen security will be

insured with the expansion of police, fire and emergency protection. Systematized, regular, community-wide maintenance will improve the appearance of the community, will prolong the usefulness of the facilities and will safeguard the community against public health hazards. Upgrading basic utility systems to meet more than current standards will prepare for future growth. The delivery of a primary and preventive health care system will improve and maintain the community's health.

Tactic 5: Ensuring Total Citizen Security

24 In order to increase security and protection and
provide emergency services for the citizens of
Indiahoma, security structures and emergency proce-
25 dures will be established. Animal control will be
initiated through dog vaccinations, identification
tags and collars and the enactment of new town ordi-
26 nances. Town ordinances, reflecting Model City ordi-
nances, will be adopted with suggested changes and
additions to be submitted to the Town Council. The
27 Fire Department, strengthened through training by the
Civil Defense, will assist elders during storm warnings
and will expand the fire alarm system in the school.
28 A town marshall will be provided for the town either
through CETA (Comprehensive Employment Training Act),
funding or by some means suggested as a result of a
feasibility study by the Center For Local Technology
29 at Oklahoma State University. A warning system for
storms and fires will be installed using a siren and
Citizens Band Radio network. Traffic control will be
30 established through the placement of stop, yield and
school crossing signs. A municipal court will be es-
tablished to encourage legal accountability for com-
pliance with town ordinances.

Tactic 6: Systematizing Regular Community-wide Maintenance

31 In order to strengthen community pride, protect com-
munity appearance and continue facility usefulness,
community-wide maintenance will be done systematically
32 by volunteers and paid workers. A clean up program
will be developed to do regular community clean-up
33 as well as special work day projects. An equipment
pool will be set up to make sure tools are available
for all needed tasks. Lot clearing will be organized
to quickly change the face of the community by re-
moving junk and old buildings, mowing high grass and
34 leveling the ground. Trash collection will be expanded

35 through additional dumpsters and regular junk
pick up. Attractive waste containers, marked with
36 the community grid, will be installed in the business
district, in parks and at school bus stops. Build-
ing upkeep will be established to maintain the ap-
pearance of public buildings and to encourage the
maintenance of private buildings.

Tactic 7: Upgrading Basic Utility Systems

In order to stay abreast of current utility project
37 programs and provide for the public good, basic services
will be expanded and improved. Street lighting with com-
mon design and security features will be installed
38 throughout the town according to the town plan. A
utility board will be formed to monitor utility improve-
ments, assist the city in grant preparation, and compile
39 alternative suggestions for utility rates for citizen
approval. Water supply will be guaranteed through water
40 purification, increased pressure and provision of extra
water for non-drinking use. An energy project will be
41 initiated to explore and utilize alternative forms of
energy. The sewerage project will be expanded to meet
Environmental Protection Agency standards through
increasing the lagoon area and extending sewerage lines.

Tactic 8: Extending Health Care Delivery

In order to provide locally-administered primary and
preventive health care to every citizen, health care
42 delivery structures will be established. A health
outpost will be set up where supplies will be kept,
43 visiting professionals can give special treatments
and local health caretakers can meet. Health care-
takers will be recruited from the community to pro-
vide primary and preventive health care including
education in sanitation and nutrition practices.
44 Home nursing will be provided by government health
workers to the elderly and as training for family
45 members in long term care cases. Emergency services
will be extended through MAST (Military Assistance
46 Safety and Traffic) helicopters from Fort Sill and
Citizens Band Radio alert system. Nutritional meals
47 will be furnished for the senior citizens program
and for pre-school children. Health training will
be offered to the whole community in the arenas of
first aid, immunization scheduling and sanitation.

TACTICAL ARENA C: Fostering Inclusive Social Cohesion

Paratactic III: Community Relations

Participation in community relations will be encouraged through events which celebrate and actuate community decisions. A multi-purpose civic center will be provided for meetings, activities, recreation, a repository and coordination of community events. The focusing of community celebrational events will enable the town to express its uniqueness and heritage. Data distribution, the announcements of historic town events and scheduling of current activities will be coordinated in comprehensive information structures to insure adequate community-wide communication and preservation of necessary data.

Tactic 9: Creating Multi-Purpose Civic Center

48 In order to provide adequate space for community
49 activities, a multi-purpose civic center will be
constructed. A youth lounge will be created as a
gathering place for all young people. A heritage
display of pictures and artifacts of various
cultures represented in the community will be
assembled to celebrate Indiahoma's great history.
50 Meeting space will be designed and made available for
large and small gatherings as well as service organi-
51 zation meetings. The community library will be stock-
ed with a variety of books and current magazines. An
52 information center will be established to provide
data on community programs, businesses and to distribute
53 community publications. Project coordination will go
on at the center.

Tactic 10: Focusing Community Celebrational Events

54 In order to mark important events, emphasize the
significance of festivity and create a sense of
unity, celebrative events will be held. Inter-
55 cultural celebrations will be instituted focusing on
all cultures represented in the community. Church
56 events, such as the song fest and potluck suppers,
will be held on a continuing basis. Indiahoma Day
will be inaugurated as an annual celebration honor-
ing the birthday of Indiahoma and its past greatness.
57 Indian heritage will be presented to the whole com-
58 munity through festivals. Competitive events will be
organized with awards presented to winners of

- 59 various contests such as the best garden, best yard and citizen of the month. A talent night will be held and persons of all ages will be encouraged to participate in the occasion. Seasonal activities
- 60 will be held to celebrate occasions such as school opening and closing, homecoming, Christmas, Easter, Memorial Day, Fourth of July, Labor Day, Halloween and
- 61 Thanksgiving. Agricultural festivals will be organized to send out the harvesters and celebrate their homecoming and to mark the planting season.

Tactic 11: Developing Comprehensive Information Structures

- 62 In order to enable citizens to obtain, exchange and publicize information including announcements of coming community events, comprehensive information structures will be developed. A bulletin board decorated with the Indianahoma grid will be erected in the town center area to display community announcements.
- 63 An activities calendar will be posted which lists the coming events that include time, place and description of community celebrations such as sports events, civic
- 64 forums, neighborhood meetings, elections, and council meetings. A community newsletter will be designed to include highlights of community events and news,
- 65 especially progress reports on community projects. The citizens directory will include all the residents of Indianahoma listing their names and their children's
- 66 names, their addresses, telephone numbers and birthdays, lists of town employees, advisors and a map of Indianahoma. Election information on voting procedures
- 67 and election issues will be provided and voter registration will be intensified. All baseline data will be collected for housing, education, employment and population
- 68 planning. Volunteer files will be started to inform the community of volunteer assistance that is available. Employment listings will be located at the
- 69 community center with up-to-date information on all job openings. Reference material will be accumulated so that citizens can tap into resources such as vocational
- 70 schools, colleges and extension services dealing with agricultural and technical assistance.

TACTICAL ARENA D: Enhancing Overall Physical Environment

Paratactic IV: Physical Environment

In order to change rapidly the self-image of the community, the physical environment will be transformed. Distinctive identity symbols will be chosen and displayed as a way of declaring plainly citizen intent to be a showplace community. The recreational park system will become an inviting place for leisure-time activities for all ages and will serve, too, as a showplace for the special beauty of southwestern Oklahoma trees, flowers and plants. By accelerating building development schemes, structures which are no longer useable will be removed and useable ones will be upgraded and occupied while needed improvements for existing residences will be completed. Designing a community growth plan will kindle in citizens a fresh enthusiasm for making Indianahoma a showplace. By giving them a picture of their vision with many possible ways for shaping it, it will become, both in physical appearance and in social reality, the vision they share.

Tactic 12: Catalyzing Distinctive Identity Symbols

71 In order to communicate to Indianahoma citizens and
community visitors a sense of pride and confidence in
72 the town, distinctive identity symbols will be created
using a common unifying motif. The Indianahoma grid will
73 Be used as the common identifying symbol for all aspects
of the Human Development Project. An entry design will
74 be used at all entrances to Indianahoma including a wel-
come sign placed in a landscaped setting. Street signs
of a common design will be erected at every corner to
75 identify each block of each street. Address numbers
will be assigned to every lot, house and building.
76 Indianahoma banners will be displayed at special events.
Exhibition posters will be made to identify all India-
77 homa entries at fairs and conventions. A community
songbook will be compiled of traditional local songs,
new Indianahoma songs and other appropriate songs.
78 Community rituals will be used at meetings and
community events to rehearse community identity and
pride.

Tactic 13: Completing Recreational Park System

79 In order to increase the recreational and leisure time
opportunities for Indianahoma residents, the park system
will be expanded. A civic plaza will be constructed in
80 a central area to provide a space for community activities
and celebrations. Derrisaw Park will be improved,

- 31 developed and landscaped. A sheltered pavilion will
be erected for special events and large family picnics.
32 A creative playground and exercise area will be built
33 providing a variety of innovative equipment. Mini
parks, including benches and landscaping, will be
34 created on available lots throughout the community to
provide outdoor relaxation places. Tennis courts will
35 be built. A swimming pool will be constructed.
36 Picnic areas will be included in some of the parks around
the community and will be supplied with picnic tables
37 and grills and will be landscaped. A green belt will
be created around Indianahoma by planting trees, shrubs,
grass and cane. It will beautify, break the wind and
cool the town.

Tactic 14: Accelerating Building Development Schemes

- 88 In order to provide adequate living and working
quarters for everyone, a construction and renovation
program will be accelerated. Building renovation
will be intensified to ready family dwellings for
occupation, to prepare empty business facilities for
use and to renovate and coordinate the painting and
decorating of buildings in the business district.
89 Self-help housing will be organized for families in-
terested in working with others as a team on building
their own home at a drastically reduced cost. New
90 homes will be constructed within the community to
attract new residents looking for the small town ad-
vantages Indianahoma offers. A builders association
91 will be formed to procure building materials, direct
construction in the community, supervise renovation and
guarantee high quality work. A winterization campaign
92 will be undertaken to prepare homes and buildings for
the cold weather with additional insulation.

Tactic 15: Modernizing Town Roadway System

- 93 In order to enhance the community environment, the
upgrading and landscaping of the roadway system will
be implemented. Street resurfacing will be started to
improve the condition of all existing city streets.
94 Street curbs will be added in the business section
to prevent erosion and to identify the borders of
95 property. A demonstration boulevard will be created
by installing a median, a round-a-bout highlighted by
a community symbol, culverts for drainage, curbs,
sidewalks and designated parking spaces. Parking areas
96 will be designated to facilitate the flow of traffic.

- 97 Cement sidewalks will be poured throughout the
98 community to provide safe, easy walking. Drainage
systems will be constructed to prevent standing
water with the resultant safety and health hazards.
99 A traffic circle will be built to slow down traffic
and add a distinctive feature to the business dis-
100 trict. Landscaped avenues will be completed by
planting trees, shrubs and plants along the main
101 thoroughfares. Alley passage will be recovered by
delimiting and graveling the alleys of Indiahoma.

Tactic 16: Designing Community Growth Plan

- In order that citizens may control and shape the
growth of their town, a comprehensive land develop-
102 ment plan will be made. A planning group will pro-
mote and coordinate planning and research for basic
103 services and land use. A land plan will be created
with areas clearly marked for residential, commer-
104 cial, industrial and recreational use and will show
projections for future use of land. Current maps
will be created for the land plan showing streets,
105 property lines, building and ownership. An industrial
site will be included showing the location for light
106 industry. A commercial area will be designated for
107 the location of businesses. Residential building will
be analyzed as to present needs and future expansion.
108 A unifying motif will be suggested for commercial
109 and public areas. Land annexations will be done
which follow land plan guidelines.

TACTICAL ARENA C: Fostering Inclusive Social Cohesion

Paratactic V: Citizen Engagement

In order to involve every resident in the life of their community, citizen engagement will be maximized. The younger generation will be organized into an active youth corps which will allow them to see their activities as caring for the community as well as being cared for by the community. The institution of community consensus meetings will provide avenues for decision making and participation to include every citizen. A support system of local organizational involvement will open new opportunities for the entire community to work and plan together.

Tactic 17: Building Active Youth Corps

- In order to engage the youth of Indiahoma in the life of
the community, an active youth corps will be organized.
110 Youth Forums will be held with community and area youth

IHDP
ICA Consultants

- 111 to enable responsible participation in the life of
the community. Interest clubs will be started to engage
112 youth in activities such as scouting and hobbies. Re-
113 creational activities will be set up including movies,
games and outings. Service projects will be started
to involve youth in creating the tennis courts, building
114 the multi-purpose center and organizing the recreational
activities. Sports teams will be formed to compete
within the community and with other communities. An
115 exchange program will be initiated to send Indianahoma
youth to places outside of the community such as other
Human Development Projects and to bring youth from other
countries into Indianahoma.

Tactic 18: Instituting Community Consensus Meetings

- In order to facilitate the flow of information and
citizen participation in decision-making, community
116 consensus meetings will be instituted. Planning
sessions will be scheduled for specific community
117 projects. Civic forums will be held to allow the
whole community to participate in identifying chal-
118 lenges and creating proposals. A quarterly congress
will be held to celebrate the events of the past
quarter and to bring before the community plans for
119 the next quarter. Regular collegiums will be instituted
to outline daily tasks, make practical plans and
120 specify daily assignments. Task forces will be
given responsibility for carrying out various aspects
of the programs consensed upon by the community.

Tactic 19: Stimulating Local Organization Involvement

- In order to stimulate full community participation,
involvement in local organizations will be encouraged.
121 Service groups will be organized to engage all ages
122 in caring for the needs of the community. Work pro-
jects will be chosen which include "miracles" such as
123 beautification and renovation. Neighborhood meetings
will be called to allow people of various ages and
backgrounds to meet regularly, to work together on
124 projects, and to ensure the delivery of basic care
to every neighbor. A garden club will be formed to
do beautification projects across the community. A
125 Parent-Teacher Association will be organized to open
communication channels and increase community support
of school activities. Church groups will be encourag-
126 ed to take responsibility for parts of the overall
community development.

TACTICAL ARENA B: PROVIDING EFFECTIVE SUPPORT SYSTEMS

Paratactic VI: External Relations

Available resources appropriate for Indianahoma's development, including manpower and technology, will be secured and made available to all. Appropriate technical assistance will accelerate community projects and increase their effectiveness. The formation of a local development association will expedite project funding and attract outside ventures. A financial base will be secured to insure the prompt completion of major projects. An Indianahoma promotional campaign, intensified to entice outside support, will increase pride and confidence in the community.

Tactic 20: Assuring Appropriate Technical Assistance

127 In order to provide outside advice and personnel to
support the community's economic life, appropriate
technical assistance will be secured. Grant procedures
will be explained and followed for submission to
private foundations and trusts which are likely
128 funding sources. Extension services will be contacted
for feasibility studies in marketing, utility manage-
129 ment and social service arenas. Business expertise
will be sought from government agencies, universities
and businesses to teach such things as business short
courses on inventory control and display, cost pro-
130 jection and expansion. Data exchange will be made
available from all of the Human Development Projects
131 and other pertinent sources. Engineering consul-
tants will be obtained to complete the modernization
of the water and sewerage systems and to assist in
designing a town growth plan.

Tactic 21: Forming Local Development Association

132 In order to receive grant funds for the project, a
not-for-profit local development corporation will be
formed. A not-for-profit corporation will be organized
to receive monies for distribution to project programs.
133 Market analysis will be started to project the viability
134 of potential commercial ventures. A recruitment cam-
paign using a promotional brochure will be initiated to
135 attract new business. Industrial incentives will be
offered new business to encourage selection of Indianahoma
136 as a business site. Start-up consultations will be
available to beginning businesses including technical,
137 financial and managerial assistance. Joint ventures
will be introduced which link outside partners with
expertise and capital to local people interested in new
economic opportunities.

Tactic 22: Acquiring Necessary Financial Base

138 In order to fund adequately the planned programs of
139 Indianahoma, the necessary financial base will be acquired
140 from both the public and private sector. Public grants
141 will be obtained for the sewerage system, water purifi-
142 cation process and other selected programs. Preferred
143 loans will be acquired from lending institutions to
144 finance commercial properties, residential housing
construction and building renovation. In-kind donations
of goods and services will be secured from interested
individuals, groups and corporations to enable all
aspects of the programs. Fund-raising activities such as
as a rally, benefits and auctions will be held by the
community to fund community operations. A finance office
will be established to provide assistance in obtaining
commercial and industrial funding and to assist in
the preparation and submission of applications. Foundation
support will be requested from regional and national
foundations which are interested in particular aspects of
the programs. Business contributions will be procured
from local, regional and national businesses and corpo-
rations which are concerned with demonstrating corporate
social responsibility and enabling viable small town
development.

Tactic 23: Intensifying Indianahoma Promotional Campaign

145 In order to undergird the people's decision to renew
146 their community and to tell their story to others, an
147 Indianahoma promotional campaign will be intensified. A
148 promotional brochure will be prepared for use by all
who are engaged in informing outside business, political,
financial and charitable organizations of opportunities
to participate in the growth of Indianahoma. Media coverage
will be solicited to advertise the overall development of
Indianahoma as well as to publicize individual events.
Indianahoma Ambassadors will be recruited to host visitors,
to visit other communities and to represent Indianahoma at
county, state and national meetings. Agency liaison will
be established with agencies such as the Environmental
Protection Agency, Small Business Association, Associa-
tion of South Central Oklahoma Governments and the
Oklahoma State University extension to facilitate a two-
way information flow and maintain open relationships with
agency personnel.

- 149 A businessman's association will be created to coordinate business promotions and expansion.
- 150 Project presentations will be made to other
- 151 communities and outside groups. A welcome wagon will be organized to introduce newcomers to the community and to encourage them to participate in community
- 152 activities. A fair booth will be constructed at the county fair to promote Indianahoma and the Human Development Project.

TACTICAL ARENA A: UTILIZING BASIC LOCAL RESOURCES

Paratactic VII: Practical Education

Expanding practical education including formal and informal methods will broaden citizen expertise and develop confidence. The demonstration of effective leadership skills will release citizen responsibility toward the community. Vocational skills training will be accelerated to increase the effectiveness of local enterprises and new job possibilities. Enriching the relevant education opportunities will expand and capitalize on the community's wisdom. An early learning center will give preschool children significant life experiences and increase their learning possibilities as well as releasing parents for employment or community service.

Tactic 24: Demonstrating Effective Leadership Skills

- 153 In order to use fully the human resources of Indianahoma in the life of the project in the broader community, both formal and informal training will be provided. Workshop training will be offered to interested groups and individuals to strengthen effective
- 154 community planning and decision making. Project exchange will be started with other Human Development Projects to encourage residents to represent
- 155 Indianahoma by exchanging ideas and know-how. Imaginal education methods will be demonstrated in all community gatherings with reflection on conversation techniques, meeting formats, decor rationale and group dynamics.
- 156 Youth delegates will be sent to community meetings and outside events to refine their leadership techniques
- 157 and to represent the youth in the community. Management seminars will be attended by individuals interested in learning management methods, city planning and
- 158 general management of community organizations. Rotational assignments will be made to give people the opportunity to participate in various roles within the community and to represent the community on promotional tasks.

Tactic 25: Accelerating Vocational Skills Training

159 In order to provide Indianahoma citizens with the
skills necessary to find employment or to initiate
business ventures on their own, vocational training will
be expanded and accelerated. Technical skills training
will be encouraged through the use of college extension
courses, work/study programs to provide on the job
training and skill registration drives to update
160 personnel referral services. Office and general busi-
ness skills will be taught to increase the labor pool
161 of typists, bookkeepers and receptionists. Business
management will be supported with management seminars
and management-shadow programs to give interested citi-
162 zens confidence and business acumen. Trade apprentice-
ships will be organized for those interested in specializ-
ed fields like plumbing, carpentry and appliance repair.
163 Retail practices will be presented including market
feasibility studies, advertising and merchandizing
164 short courses. Farming methods based on the most
current and effective practices will be made available
to interested citizens through agency resource personnel.

Tactic 26: Enriching Relevant Education Opportunities

165 In order to enrich relevant educational opportunities,
both formal and informal, educational activities will
be offered in the community. Mini courses will be
arranged through county extension, outside agencies
and local volunteers to complement the ongoing educa-
166 tional programs in the school. A demonstration garden
will be started on a plot in the community using com-
167 munity labor. Field trips will be scheduled on a
regular basis throughout the year to broaden the
students' first-hand experience and acquaintance with
168 other cultures and lifestyles. Team teaching will
be organized in the high school to enable a cross-
169 fertilization of skills and ideas. Staff exchange
between neighboring schools will be encouraged to in-
crease curriculum selection and teacher interest.
170 Basic skills will be reinforced and expanded through
an independent study program which will serve as an
alternative to the college preparation curriculum.
171 Hobby classes will be incorporated into the community's
education program to allow citizens with special exper-
tise, including the youth and elders, to expand their
teaching skills and to enrich the community.

Tactic 27: Initiating Early Learning Center

172 In order to provide Indianhoma's preschool children
with quality education and expanded life experiences,
a preschool will be established. Physical facilities
suitable for preschool activities will be obtained.
173 A preschool curriculum will be created to provide for
the development of the whole child; that is, basic
skills, social relationships and physical development.
174 Program equipment will be secured for both inside and
outside activities which satisfy the physical, mental
175 and emotional needs of the children. Staff training
176 will continue throughout the preschool year. Parent
involvement will be part of the organizational structure,
They will serve as volunteer aides to supplement the
school staff.

tactical arena A
UTILIZING BASIC LOCAL SERVICES

ICA Consultants

Plate 3 A

paratactic I Commercial Development	paratactic VII Practical Education
tactic 1: Business Enterprises 1 Feed Store 2 Lumber Yard 3 Meat Processing 4 Appliance Repair 5 Tree Service	tactic 24: Leadership Skills 153 Workshop Training 154 Project Exchange 155 Imaginal Education 156 Youth Delegates 157 Management Seminars 158 Rotational Assignments
tactic 2: Small Industries 6 Garment Assembly 7 Craft Shop 8 Construction Company 9 Recycling Center 10 Industrial Shed 11 Auxillary Industry 12 Welding Shop	tactic 25: Skills Training 159 Technical Skills 160 Office Skills 161 Business Management 162 Trade Apprenticeship 163 Retail Practices 164 Farming Methods
tactic 3: Service Ventures 13 Barber Shop 14 Beauty Salon 15 Family Restaurant 16 Laundry Service 17 Financial Services	tactic 26: Educational Opportunities 165 Mini Courses 166 Demonstration Garden 167 Field Trips 168 Team Teaching 169 Staff Exchange 170 Basic Skills 171 Hobby Classes
tactic 4: Shopping Mart 18 Grocery Store 19 Meat Counter 20 Produce Stall 21 Drug Items 22 Household Wares 23 Dry Goods	tactic 27: Early Learning 172 Physical Facilities 173 Preschool Curriculum 174 Program Equipment 175 Staff Training 176 Parent Involvement

tactical arena B
PROVIDING EFFECTIVE SUPPORT SYSTEMS

ICA Consultants

Plate 3 B

paratactic II Essential Services	paratactic V External Relations
tactic 5: Citizen Security 24 Animal Control 25 Town Ordinances 26 Fire Protection 27 Town Marshall 28 Warning Systems 29 Traffic Control 30 Municipal Court	tactic 20: Technical Assistance 127 Grant Procedures 128 Extension Services 129 Business Expertise 130 Data Exchange 131 Engineering Consultants
tactic 6: Regular Maintenance 31 Clean-up Program 32 Equipment Pool 33 Lot Clearing 34 Trash Collection 35 Waste Containers 36 Building Upkeep	tactic 21: Development Association 132 Not-for-profit Corporation 133 Market Analysis 134 Recruitment Campaign 135 Industrial Incentives 136 Start-up Consultations 137 Joint Ventures
tactic 7: Utility Systems 37 Street Lighting 38 Utility Board 39 Water Supply 40 Energy Project 41 Sewage Project	tactic 22: Financial Base 138 Public Grants 139 Preferred Loans 140 In-kind Donations 141 Fund-raising Activities 142 Finance Office 143 Foundation Support 144 Business Contributions
tactic 8: Health Care 42 Health Outpost 43 Health Caretakers 44 Home Nursing 45 Emergency Services 46 Nutritional Meals 47 Health Training	tactic 23: Promotional Campaign 145 Promotional Brochure 146 Media Coverage 147 Indian Ambassadors 148 Agency Liaison 149 Businessmen's Association 150 Project Presentation 151 Welcome Wagon 152 Fair Booth

FOSTERING INCLUSIVE SOCIAL COHESION

ICA Consultants

Plate 3 C

paratactic III

Community Relations

paratactic IV

Citizen Engagement

tactic 9: Civic Center

48 Youth Lounge
 49 Heritage Display
 50 Meeting Space
 51 Community Library
 52 Information Center
 53 Project Coordination

tactic 17: Youth Corps

110 Youth Forums
 111 Interest Clubs
 112 Recreational Activities
 113 Service Projects
 114 Sports Teams
 115 Exchange Programs

tactic 10: Celebrational Events

54 Intercultural Celebrations
 55 Church Events
 56 Indian Day
 57 Indian Heritage
 58 Competitive Events
 59 Talent Night
 60 Seasonal Activities
 61 Agricultural Festivals

tactic 18: Consensus Meetings

116 Planning Sessions
 117 Civic Forums
 118 Quarterly Congress
 119 Regular Collegiums
 120 Task Forces

tactic 11: Information Structure

62 Bulletin Board
 63 Activities Calendar
 64 Community Newsletter
 65 Citizens Directory
 66 Election Information
 67 Baseline Data
 68 Volunteer Files
 69 Employment Listings
 70 Reference Material

tactic 19: Organization Involvement

121 Service Groups
 122 Work Projects
 123 Neighborhood Meetings
 124 Garden Club
 125 Parent-Teacher Association
 126 Church Groups

paratactic IV

PHYSICAL ENVIRONMENT

tactic 12 Identity Symbols

- 71 Indianahoma Grid
- 72 Entry Design
- 73 Street Signs
- 74 Address Numbers
- 75 Indianahoma Banners
- 76 Exhibition Posters
- 77 Community Songbook
- 78 Community Rituals

tactic 13 Park Systems

- 79 Civic Plaza
- 80 Derrisaw Park
- 81 Sheltered Pavillion
- 82 Creative Playground
- 83 Mini Parks
- 84 Tennis Courts
- 85 Swimming Pool
- 86 Picnic Area
- 87 Green Belt

tactic 14 Building Development

- 88 Building Renovation
- 89 Self-Help Housing
- 90 New Homes
- 91 Builders Association
- 92 Winterization Campaign

tactic 15 Roadway Systems

- 93 Street Resurfacing
- 94 Street Curbs
- 95 Demonstration Boulevard
- 96 Parking Areas
- 97 Cement Sidewalks
- 98 Drainage Systems
- 99 Traffic Circle
- 100 Landscaped Avenues
- 101 Alley Passage

tactic 16 Community Plan

- 102 Planning Group
- 103 Land Plan
- 104 Current Maps
- 105 Industrial Sites
- 106 Commercial Areas
- 107 Residential Building
- 108 Unifying Motif
- 109 Land Annexation

PART FIVE

THE ACTUATING PROGRAMS

The final task of the Consult was organizing the Tactical Systems into Actuating Programs. The programs provide precise structures or forms within which specific tasks are carried out. They perform several essential functions. The programs make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. They enable the creation of a relatively accurate phasing design for the total demonstration. They serve to organize both the local forces who implement the project and the extended forces who form the support network. Finally, they release an imaginal power that motivates the local people, the project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development project.

PROGRAM

The creation of Actuating Programs first involves organizing the large body of subtactics into rational programs that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to inclusiveness and focus. Certain values are held throughout the process of organizing the programs; their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programs is the first step in project actuation for they define the arenas and organize the tactics for concrete steps to be taken by the local forces in doing the subtactics and programs. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

PROCESS

The Actuating Programs of the Indiahoma Human Development Project shown on Plate 5 are 13 in number. Five of these are related to Stimulating the Economic Development of Indiahoma. Three of the five relate to Local Commerce and two to Essential Services. The Local Commerce arena includes an Appropriate Business Enterprise, A Small Industry Complex and a Development Assistance Agency. The two programs relating to Essential Service are The City Utility Service and The Indiahoma Plan 2000. The second major programmatic division has to do with stimulating a Cohesive

RESULTS

RESULTS

Style of Community Life in Indianhoma. The arena includes three programs which are The Community Engagement Network, The Community Identity Project and The Community Center Facility. The Third group of five programs relates to the Stimulation of Social Self-Reliance in Indianhoma. Two of the five relate to a Human Environment and three to Resident Care. The Human Environment arena includes a Town Beautification Campaign and a Residential Housing Development. The three programs relating to Resident Care are the Rural Life Insititue, Comprehensive Health Care and the Recreational Parks System.

SUMMARIES

A more detailed description of each of the 13 Actuating Programs follows. These summaries are not intended to fully lay out the programs, but to indicate the general focus of each, the relationships among the programs, and the relationship between each program and the whole project. Each summary is comprised of three paragraphs. The first describes the broad functional nature of the program and explains why it is necessary to the total project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the program. This is in no way a specific effort to do the timed implementaries of the subtactics mentioned earlier. The program summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the program. Accompanying each summary is a four-year cost projection (Plates 5B-N).

THE THIRTEEN ACTUATING PROGRAMS

ONE TOWARD THE BUILDING OF ECONOMIC SELF-SUFFICIENCY IN INDIAHOMA		TWO TOWARD THE BUILDING OF COHESIVE STYLE IN INDIAHOMA C	THREE TOWARD THE BUILDING OF SOCIAL SELF-RELIANCE IN INDIAHOMA	
LOCAL COMMERCE A	ESSENTIAL SERVICES B		HUMAN ENVIRONMENT D	RESIDENT CARE E
APPROPRIATE BUSINESS ENTERPRISE I	CITY UTILITY SERVICE IV	COMMUNITY ENGAGEMENT NETWORK VI	TOWN BEAUTIFICATION CAMPAIGN IX	RURAL LIFE INSTITUTE XI
SMALL INDUSTRY COMPLEX II		COMMUNITY IDENTITY PROJECT VII		COMPREHENSIVE HEALTH CARE XII
DEVELOPMENT ASSISTANCE AGENCY III	INDIAHOMA 2000 PLAN V	COMMUNITY CENTER FACILITY VIII	RESIDENTIAL HOUSING DEVELOPMENT X	RECREATIONAL PARK SYSTEM XIII

THE THIRTEEN ACTUATING PROGRAMS
Comprehensive Community Reformation in Indiahoma

ONE TOWARD THE BUILDING OF ECONOMIC SELF-SUFFICIENCY IN INDIAHOMA				TWO TOWARD THE BUILDING OF COHESIVE STYLE IN INDIAHOMA		THREE TOWARD THE BUILDING OF SOCIAL SELF-RELIANCE IN INDIAHOMA			
LOCAL COMMERCE A		ESSENTIAL SERVICES B		C		HUMAN ENVIRONMENT D		RESIDENT CARE E	
APPROPRIATE BUSINESS ENTERPRISE I	Shopping Mart 1 Program	CITY UTILITY SERVICE IV	Roadway Improvement Program 13	COMMUNITY ENGAGEMENT NETWORK VI	Civic Forum 21 Program	TOWN BEAUTIFICATION CAMPAIGN IX	Work Days Program 33	RURAL LIFE INSTITUTE XI	Comprehensive Pre-school 41 Program
	Family Restaurant 2 Program		Water Supply Program 14		Work Force 22 Program		Building Improvement Program 34		Management Skills 42 Program
	Personal Services 3 Program		Sewage Expansion Program 15		Organizational Involvement 23 Program		Systematic Greening Program 35		Local Apprenticeship 43 Program
	Business Expansion 4 Program		Utility Board Program 16		Neighborhood Club 24 Program		Heritage Recovery 25 Program		Leadership Methods 44 Program
Auxiliary Manufacturing 5 Program	Unifying Theme Program 17		Heritage Recovery 25 Program	Inclusive Symbol 26 Program	Preventive Care 45 Program				
SMALL INDUSTRY COMPLEX, II	Welding Shop 6 Program	INDIAHOMA 2000 PLAN V	Comprehensive Zoning Program 18	COMMUNITY IDENTITY PROJECT VII	Celebrational Events 27 Program	RESIDENTIAL HOUSING DEVELOPMENT X	Neighborhood Showplace Program 36	COMPREHENSIVE HEALTH CARE XII	Emergency Service 46 Program
	Meat Processing 7 Program		Town Expansion Program 19		Ambassador Corps 28 Program		Home Renovation Program 37		Health Caretakers 47 Program
	Industrial Facility 8 Program		Planning Council Program 20		Information Exchange 29 Program		New Construction Program 38		Resident Protection 48 Program
DEVELOPMENT ASSISTANCE AGENCY III	Technical Assistance 9 Program		COMMUNITY CENTER FACULTY VIII	Resource Bank 30 Program	RESIDENTIAL HOUSING DEVELOPMENT X		Project Coordination 31 Program	RECREATIONAL PARK SYSTEM XIII	Self-help Housing Program 39
	Capital Funding 10 Program	Center Preparation 32 Program		Construction Company Program 40		Activities Coordination 50 Program			
	Development Corporation 11 Program					Park Development 51 Program			
	Indiahoma Promotion 12 Program					Youth Center 52 Program			

ECONOMIC SELF-SUFFICIENCY: Actuating Program 1

APPROPRIATE BUSINESS ENTERPRISES

Ease of travel to major shopping centers in regional cities and diminishing population have left rural American businesses in a severely weakened condition. The high cost of small-unit purchasing coupled with a necessarily limited stock of items for sale, leaves stores at a painful competitive disadvantage. Attempts at starting small, rural shopping centers have produced many failures. The Appropriate Business Enterprises will respond to this situation by establishing a limited complex of businesses which are selected after careful market research and which will use imaginative advertising combined with outstanding service to attract and hold customers. Personal service places such as a cleaning shop, will be opened. A combination of convenience, quality service and small-town friendliness will reverse a dying-town trend and give the community once more a solid economic foundation.

Appropriate Business Enterprises Program consists of four components. First, the Shopping Mart Program will re-establish local availability of basic commodities. A discount grocery will be opened which will include a meat market and produce market. Household drugs and hardware supplies will be available. Second, the Family Restaurant Program will provide a family dining/recreation center. Third, the Personal Services Program will help set up a local barber shop. Fourth, the Business Expansion Program will support the growth of existing businesses including the lumber yard, the feed store and appliance repair shop. A re-cycling center will be considered as another possible business venture.

The Appropriate Business Enterprises Project will be activated by gathering both existing and prospective business owners. A cooperative advertising campaign will be designed with the aid of professional consultants. Ads will be placed in regional newspapers. The family restaurant location will be fully renovated. With the aid of professionally coordinated market research, a promotional campaign will be started. An interior decorator will help select a motif which will be carried out in the renovation of the restaurant building. Appropriate facilities for the Personal Services Businesses will be secured. The help of commercial consultants will be sought to secure an operator for the shopping mart. A marketing survey will be made to enable the purchase of a full stock of items for sale. Renovation of the interior will be completed to make shopping easy and pleasant. The exterior will be refurbished to symbolize the full service intention of the store.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 1

Plate 5B

ICA Consultants

+
APPROPRIATE BUSINESS ENTERPRISE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Commercial Buildings (3)	34,000	12,000		
	Store Fixtures	7,000	6,000		
	Opening Inventories	35,000	10,500		
	Office Equipment	1,000	1,000		
	Typewriter	600			
	Restaurant Facility			30,000	
	Restaurant Equipment			20,810	810
	subtotal - capital	77,600	29,500	50,810	810
II Pay and Allowances	Co-ordinator	7,200			
	subtotal - pay	7,200			
III Current Expenses	Office Supplies	500			
	Travel	1,000			
	subtotal - Current	1,500			
Total Program Costs		86,300	29,500	50,810	810

ECONOMIC SELF-SUFFICIENCY: Actuating Program 2

SMALL INDUSTRY COMPLEX

Light industry located near a labor force, requiring limited amounts of initial capital and utilizing appropriate technology, gives stability to a town and illustrates the trend of industry moving to small towns in the American Southwest. With regular infusions of cash from jobs and related services to these industries, small towns show surprising signs of health which in turn beckon to people weary from the pace and complexity of life in urban centers. The Small Industry Complex projects expansion of existing enterprises and demonstrates confidence in future commercial ventures by planning for the erection of a building which will house several small industries. This project will explore a number of alternatives for development of resources in the Indian area. As efforts succeed and confidence grows, new commercial ventures will open. In time, many who have moved will return and others who yearn for a home in a rural setting will choose Indian as a place to live.

The Small Industry Complex consists of four components. First, the Auxiliary Manufacturing Program will be initiated by using the industrial centers of the region as a source for small local subcontracts. A cut-and-sew shop will be opened with the capability for making sub-parts and accessories for companies, like Haggard or Kellwood slacks. A craft shop manufacturing Native Indian products will be started as it contracts with outlets across the Southwest. Second, the Welding Shop Program will expand and equip the present limited operation to provide the capability for small manufacturing contracts and to meet ongoing community needs. Third, the Meat Processing Program will expand the existing plant to supply regional markets with a variety of smoked and sugar-cured products. Fourth, the Industrial Facility Program will obtain land and a building adequate to house a number of varied industries capable of small manufacturing operations.

The Small Industry Complex Project will be actuated with visits to all local people who may be interested in taking part in the Project. A preliminary survey will be made to determine interest and resources for a crafts outlet. A letter explaining the Project will be sent, with a copy of the Consult document to state and regional economic agencies. A major research project will determine where all necessary capital resources can be secured. Immediately, contacts will be made with Goodyear to discover if work could be contracted in Indian related to their operation. A possible location for the industrial shed will be chosen. A team from the community will secure contracts to double the production of the Meat Processing plant. The Welding Shop will secure contracts and set up its operation in a new location.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 2

Plate 5C

ICA Consultants

SMALL INDUSTRY COMPLEX

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Industrial Facility	25,000			
	Shop Equipment	9,500			
	Trucks	10,400			
	Facility Improvement		5,000		
	Inventory (Welding Shop)	600			
	Typewriter			600	
	Recycle Material Shed	5,000			
	subtotal - capital	50,500	5,000	600	
II Pay and Allowances	Shop Coordinator	7,200	7,200		
	subtotal - pay	7,200	7,200		
III Current Expenses	Utilities	4,000			
	Telephone	600			
	Oxygen/Acetyline	200			
	Meat Curing Materials	1,000			
	Supplies	500			
	Miscellaneous Expense	1,000			
	subtotal - current	7,300			
Total Program Costs		65,000	12,200	600	

IHDP
ICA Consultants

ECONOMIC SELF-SUFFICIENCY: Actuating Program 3

DEVELOPMENT ASSISTANCE AGENCY

Recovery of a local economy is dependent on the flow of money and services into a community. When these funds are retained and circulated, the available capital generates the possibility for beginning new business ventures. The Development Assistance Agency will open funding channels from private and public resources. Loans, grants and services from regional, state and national levels will ensure that adequate capital is provided for the new industries. The agency will guarantee that these moneys are used with care and effectiveness. For Indiahoma, this means that existing industry, such as the Welding Shop, can be expanded and new businesses to be housed in the Industrial Facility can be started. With the increase of marketing and management skills, the local economic base will be secured and options for growth will multiply. Indiahoma then will take its rightful place as a contributing partner to a healthy national and global economy.

The Development Assistance Agency consists of four components. First, The Technical Assistance Program will make competent, experienced advice available to new business ventures. Assistance in planning, engineering and business management will be secured from public and private agencies. An agency-liaison will maintain cooperative relationships with the Environmental Protection Agency, University Extension Services and other resources. Second, the Capital Funding Program will release financial support through public and private grants, registered loans and community fund raising. Third, the Development Corporation Program will provide the vehicle for application, reception and distribution of major grants from both the public and private sectors. This legal entity will facilitate rational developmental progress and effective use of all available resources for completing the total plan. Fourth, the Indiahoma Promotion Program will do research on market potential and utilize media channels to attract new businesses. A promotional brochure will be prepared highlighting the attractions for locating in Indiahoma.

The Development Assistance Agency will begin with a series of consultations with all regional public agencies which can provide help. Files will be established in leased office space for all resource materials. An economic prospectus will be created using the results of a comprehensive market analysis and will lay out the distinct advantages of the Indiahoma location. A development brochure and flipbook will be created to use for carefully screened initial visits. Development teams made up of project staff and community leadership will do a series of calls in the region to test the effectiveness of development design as well as secure initial grants and gifts. All necessary research for the formation of a registered Development Corporation will be completed and the election of the Corporation Board will be held.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 3

Plate 5D

ICA Consultants

DEVELOPMENT ASSISTANCE AGENCY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office Building	10,000			
	Furniture/Fixtures	1,000			
	Typewriter	1,200			
	Audio-Visual	750			
	subtotal - capital	12,950			
II Pay and Allowances	Financial Advisor	1,500	1,500		
	Office Manager	7,200	7,200	7,200	7,200
	Public Relations Manager	7,200			
	Engineering Consultant	1,500	1,500		
	Business Consultant	1,500	1,500		1,500
	subtotal - pay	18,900	11,700	7,200	8,700
III Current Expenses	Utilities	2,000	2,000	2,000	2,000
	Office Supplies	600	600	600	600
	Telephone	1,000	1,000	1,000	1,000
	Travel	4,000	3,000	1,000	1,000
	subtotal - current	7,600	6,600	4,600	4,600
	Total Program Costs	39,450	18,300	11,800	13,300

ECONOMIC SELF-SUFFICIENCY: Actuating Program 4

CITY UTILITY SERVICE

The determination of available water, sewerage, and power resources plays a major role in establishing growth potential for any area. Economic development that builds self-sufficiency requires local citizen participation in planning for the delivery of basic services. The City Utility Service will involve community residents in evaluating options and coordinating efforts toward the expansion and improvement of these services. The removal of excess flouride from existing wells will provide a constant supply of water as well as guard public health. Expansion of sewerage capacity will open up realistic options for new construction and commercial development. This program will establish parameters for vital community decisions while giving room for guidance by local residents in determining the direction and limits of growth. This unified response to anticipated needs will signal a new possibility for small towns across the nation for a bold shaping of opportunities rather than of timid surrender to seemingly impossible requirements.

The City Utility Service Program will provide a sub-structure of services which will make commercial growth and residential expansion possible in four ways. First, the Roadway Improvement Plan will provide for street signs on all corners, address numbers for each house and lot, and street lighting. On Main Street, curbs, gutters, and a median will be constructed. Unpaved streets and all alleys will be resurfaced. Second, the Water Supply Program will implement the defluoridization plan. Pumping equipment will be updated. Third, the Sewerage Expansion Program will construct additional facilities to handle rising demand. Sections of the existing lines will be replaced or repaired. Fourth, a Utility Board will be formed so that improvements may be monitored, assistance given to city employees in making out grant applications, and alternative suggestions for utility rates offered to citizens for their consideration.

The City Utility Service Project will begin by calling citizens together in neighborhood meetings to select names for all streets. They will be in keeping with legal designation so as not to conflict with deeds or land titles. Suggested ways for marking the streets will be received, with final decision to come by Fall, so that street signs and numbers for houses can be installed within the first few months. Additional street lights will be set in place. A showplace street will be chosen for curbs, gutters, culverts and median construction. A land-use map of the city showing the condition of roads and alleys, with a time-lined proposal for surfacing the roads and graveling the alleys, will be drawn and displayed at city hall. Details of the water treatment proposals will be made available to all citizens through newsletters and public meetings. Grant applications to fund the water and sewer expansion plan will be submitted. A Utility Board will be chosen within the first month of the Project.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 4

Plate 5E

ICA Consultants

CITY UTILITY SERVICE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Street Signs	2,500			
	Street Lights		10,000		
	Water Tower & Water Line	105,000			
	Water Pumps		5,500		
	Furniture	1,000			
	Sewer Expansion		75,000		
subtotal - capital		108,500	90,500		
II Pay and Allowances	Engineering Consultants	3,000	3,000		
subtotal - pay		3,000	3,000		
III Current Expenses					
Total Program Costs		111,500	93,500		

IBDP

ICA Consultants

ECONOMIC SELF-SUFFICIENCY: Actuating Program 5

INDIAHOMA 2000 PLAN

The urban population explosion of this century has forced city planners to look far into the future. A recent trend in community planning has been to include citizens in the planning process. Since Indianahoma has affirmed its decision to have a viable future, its citizens anticipate creating a plan with a unifying theme which will provide helpful guidelines for construction, renovation, and beautification efforts. Zoning ordinances will symbolize a community consensus on future land use. The extent and nature of any annexation will be agreed upon so that carefully designed development ventures may be located in an appropriate section of town. The planning board will act as the clearing house for decisions required during the development period. It will also make certain that the community's vision for its future is supported and maintained. The year 2000 will reveal how well citizens of Indianahoma planned their future and how carefully they built the practical elements of a gracious community into their dream.

The Indianahoma 2000 Plan will focus the future direction of the city's growth in four ways. First, a Unifying Theme Program for the center of town will emerge following a design contest among community planning professionals and university students. Such design proposals will be tested by community residents in neighborhood meetings. Final selection will be made by a consensus of the community. Second, a Comprehensive Zoning Program will define commercial, industrial and residential land use. In a series of open meetings, citizens will agree on a means for enforcing such zoning arrangements. Third, a Town Expansion Program will determine the direction of growth beyond current municipal boundaries. Water and sewerage extension, land acquisition and other related matters will be handled through this program arena. Fourth, a Planning Council Program will create a special municipal organization which will have responsibility for doing research made necessary by the need for reliable forecasts of demands for city-provided services in the future.

The Indianahoma 2000 Plan will be activated with the town theme contest which will establish the developmental motif for the community. Regional promotion of the event and a significant prize will guarantee full participation. A community celebration will be planned to announce the winner and reveal the theme. A series of neighborhood meetings will enable inclusive support for the theme. A series of architect's renderings will be displayed and bound for use by Neighborhood Clubs as imaginal guidelines for their beautification projects. To activate the zoning program, research will be completed to create a land use and ownership map. Consultants will aid in pulling together research from other projects and regional agencies. Trips will be made to communities which have successfully implemented a zoning plan. To demonstrate the seriousness of the plan, the planning board will be elected by Fall.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 5

Plate 5E

ICA Consultants

INDIAHOMA 2000 PLAN

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Typewriters	1,200			
	Furniture/Fixtures	1,000			
	subtotal - capital	2,200			
II Pay and Allowances	Office Manager	7,200	7,200		
	½ Secretary	3,600			
	Urban Planner	3,000			
	Resource Analyst	4,500			
	Design Consultant	1,500			
	subtotal - pay	19,800	7,200		
III Current Expenses	Promotional Expenses	2,000	2,000		
	Travel	1,000	1,000		
	Telephone	1,200	1,200		
	Office Rent	1,200	1,200		
	Maps	1,000			
	subtotal - current	6,400	5,400		
Total Program Costs		28,400	12,600		

COHESIVE STYLE: Actuating Program 6

COMMUNITY ENGAGEMENT NETWORK

When a community decides to rebuild itself, the participation of all its citizens, young and old, is required. As neighborhood, inter-generational groups ponder together how they take an active part in the rebuilding process, appreciation for the past by the young will be fostered and confidence in the future by the elders will be generated. The exchange of ideas, plans, hopes and dreams in community forums will call out the social glues which bind people to one another while reinforcing their willingness to work for the common good. Because success of the community's plans depends on leadership from many citizens, opportunities to develop skills will be provided. The network of social and project groups will be coordinated so that efforts may be focused or shifted to the points of greatest need. With success in the rebuilding program will emerge a new story. People from outside the town will recognize Indianoma citizens by their ability to lead and their self-confidence in the face of complex issues.

Structures that focus involvement of residents and methods which motivate a corporate effort will be the thrust of four components in the Community Engagement Project. First, the Civic Forums Program will schedule quarterly community meetings where citizens will evaluate past accomplishments and agree on priorities for the future. Civic meetings will be held to deal with specific issues. Second, the Work Force Program will recruit workers for both long and short term projects. Through use of skill banks, residents with special skills can be recruited to work in teams which complete specified tasks. Third, the Organization Involvement Program will guide clubs toward the most helpful way to help in the project. Inter-organizational meetings will be scheduled to review aims of the association and select arenas for corporate work. Fourth, the Neighborhood Club Program will provide opportunities for groups in each neighborhood to become involved. Residents on each street will gather to offer recommendations for the quarterly congress and City Council Meetings.

Community Engagement Network will begin with the first project actuation meeting of community people and auxiliary staff. Initial actuation steps will be decided. Dates and locations for quarterly congress meetings will be selected for the next year. Work Forces will be assigned to make the new Community Center ready for occupancy. A date will be chosen for a formal ribbon-cutting and open house. Lumber supply houses will be asked for contributions of roofing, ceiling materials, and wiring. Club leaders will meet to plan neighborhood meetings. Projects to include neighborhood beautification will be chosen. Church groups will be visited and asked to select ways to participate. A list of town organizations will be compiled with names, addresses and phone numbers of members and officers. Notices of all scheduled meetings will be posted in appropriate places.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGET

Program 6

Plate 5G

ICA Consultants

COMMUNITY ENGAGEMENT NETWORK

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Duplicating Equipment	1,000			
	Typewriter	600			
subtotal - capital		1,600			
II Pay and Allowances	Program Coordinator	7,200	7,200		
subtotal - pay		7,200	7,200		
III Current Expenses	Facility Rental	1,200	1,200		
	Promotion	700	700		
	Refreshments	200	200	200	200
	Telephone	600	600		
	Materials/Decor	650	100		
subtotal - current		3,350	2,800	200	200
Total Program Costs		12,150	10,000	200	200

COHESIVE STYLE: Actuating Program 7

COMMUNITY IDENTITY PROJECT

The motivation which sustains any community is rooted in far more than economic rewards. Fundamentally, a community is motivated by the ability of its residents to share a common vision for their future and to work for the realization of the values inherent in that vision. As it faces the future, the Community Identity Program will find ways that enable people to expand, sharpen and enrich their shared dream for life together in this section of the good earth. Reduced images of community life will be expanded as they rehearse their stories and become conscious of their significant role in history. Visits to other Human Development Projects will reinforce this awareness. As people return from these visits, their stories will kindle the imaginations of others. In comparing their own life with communities around the globe, their self-understanding will grow. As appreciation for others increases, affirmation of their own heritage will deepen.

The Community Identity Program will give residents a new sense of pride and unity in four ways. First, the Heritage Recovery Program will sponsor a bi-yearly Indian Day honoring its beginnings and rehearsing the history of the community. Pageants will depict the past in style of living and in ways people dressed. Second, the Inclusive Symbol Program will create banners, exhibition posters and welcome signs which use the Indian grid and logo. Groups on field trips and slide show presentations or reporting assignments will display the town grid and other community symbols. Third, a Celebrational Events Program will involve the entire community in observing together national holidays such as the 4th of July and Thanksgiving. Inter-cultural celebrations will be held periodically. Events such as talent programs or "Harvesters Homecoming Celebration" will draw school and church groups into preparing for, and hosting the activity. Fourth, the Ambassador Corps Program will provide ways for business and community people to host special visitors, travel as boosters of Indian, and visit other Human Development Projects across the globe.

The Community Identity Program will be actuated by erecting welcome signs at the entrance roads of the community declaring Indian as the Showplace of the Southwest. Bumper stickers will be carefully designed and distributed to every car owner in town. An exhibition booth will be created and manned at the major events of the county during the summer months. A major celebration will be held in the fall as the harvesters return and will focus on the role Indian plays in feeding the world. A museum will be opened in a facility which symbolizes the rich heritage of Indian. The Ambassador Corps will begin a carefully planned promotion program. It will sponsor a trip of several residents to a continental meeting of HDP leadership to share stories and be trained in actuation.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 7

Plate 5 H

ICA Consultants

COMMUNITY IDENTITY PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Display Cases	500			
	Shelving	500			
	Welcome Signs	2,000			
subtotal - capital		3,000			
II Pay and Allowances	Archivists - Part time	1,440	1,440	1,440	1,440
	Research Consultant	2,000			
	Painter - Part time	1,440			
	½ Ambassador	3,600	3,600		
subtotal - pay		8,480	5,040	1,440	1,440
III Current Expenses	Rent	2,400	2,400	2,400	
	Utilities	500	500	500	
	Telephone	600	600	600	
	Travel	2,000	1,000		
	Promotion Expense	1,500	1,500	1,000	
	Banners/Decor	1,770	1,000	100	
	Music	500			
subtotal - current		9,270	7,000	4,600	
Total Program Costs		20,750	12,040	6,040	1,440

COHESIVE STYLE: Actuating Program 8

COMMUNITY CENTER FACILITY

Any community which is serious about its own development must provide a means for effective delivery of services to its people. The Community Center Facility Program will link residents of Indianahoma with resources available to the town. The Center building will be centrally located to allow convenient access to everyone and signify its importance to the community. It will provide a means of informing local citizens about past and future events through periodic newspaper and bulletin board announcements. The Center also will be a repository of information regarding services available to the people and will keep a current update of employment opportunities. The Human Development Project itself will be coordinator at the Center, informing residents about opportunities for participating in various programs. The availability of a wide range of both social and economic services will result in new willingness among citizens to take responsibility for the community.

The Community Center Facility consists of four components. First, the Information Interchange Program will publish a regular newspaper for residents of the greater Indianahoma area. Bulletin boards will be placed throughout neighborhoods to display announcements of all community activities and basic information about employment, sales and events for the month will be included in all publications. Second, the Resource Bank Program will receive, file and make available a wide variety of information. A land-use map will be on display. Third, the Project Coordination Program will provide for the practical planning and enablement of all programs. Task assignments and liaison with local and regional structures will be coordinated. Materials and equipment will be made available for local events. Fourth, the Center Preparation Program will involve site selection and construction of a suitable facility to house Center activities. Provision will be made for expansion as necessary.

A newspaper for the community will be published and delivered to every household in Indianahoma. Locations in stakes will be chosen for bulletin boards. A grid of the town will be posted on those boards. A land-use map will be drawn and placed on display at the center. Regional groups interested in Indianahoma's progress will be notified. Copies of news articles and pictures will be placed on display and filed in the archives. The sign for the Center will be mounted out front. Glass for the windows will be secured and installed. Politicians in the region will be invited by the mayor to be present for the ribbon cutting ceremony and open house which will mark the Center opening.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 8

Plate 5I

ICA Consultants

COMMUNITY CENTER FACILITY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Building/Land	47,000			
	Furniture/Fixtures	2,000			
	Files/Shelving	1,000			
	Printing Equipment	5,000			
	Typewriter	600			
	Bulletin Boards	500			
	subtotal - capital	56,100			
II Pay and Allowances	Office Manager	7,200	7,200	3,600	3,600
	½ Assistant Manager	3,600	3,600		
	½ Secretary	3,600	3,600		
		subtotal - pay	14,400	14,400	3,600
III Current Expenses	Paper	5,000	2,500	1,000	
	Stationary	500			
	Postage	1,000	1,000	1,000	1,000
	Subscriptions	500	500	500	500
	Utilities	1,000	1,000	1,000	1,000
	Miscellaneous Expenses	500	500	500	500
	Travel	2,000	2,000	1,000	
	subtotal - current	10,500	7,500	5,000	3,000
	Total Program Costs	81,000	21,900	8,600	6,600

SOCIAL SELF-RELIANCE: Actuating Program 9

TOWN BEAUTIFICATION CAMPAIGN

With the universal experience of diminishing space and natural resources, people have become more self-conscious about how they use the space which their towns and cities occupy. The fact that federal and state governments own great amounts of surrounding land, and farmers appear determined to hold onto their properties, has raised the issue of how Indian residents care for their common space. The Town Beautification Campaign will symbolize a decision by the community to pursue vigorously a policy of establishing and maintaining significant space for its common life. The corporate engagement of residents in Work Days will provide the energy and creativity necessary for etching this concern deeply into their memory. Public buildings will be refurbished. Trees will be planted to surround the community and mark the major roads. A new sense of confidence will emerge as every resident becomes aware that his ideas are not only received but honored as a significant part of the showplace community.

The Town Beautification Campaign consists of four components. First, the Work Days Program will provide rapid visible changes such as the clearing of lots and the painting of buildings. Placement of waste containers decorated with the town grid will be completed during one of these days. Second, the Building Improvement Program will encourage tearing down dilapidated buildings and will develop unifying motifs for the renovation of older, still useable structures. Third, the Systematic Greening Program will provide functional and decorative landscaping across the town. A green belt of trees and shrubs will be planted around the town. Fourth, the Neighborhood Showplace Program will highlight beautification efforts by individuals and families in the various neighborhoods. A monthly contest for the most outstanding yard will be held. A showplace street will establish a form and style for the entire community.

This campaign will begin by having neighborhood groups participate in setting up the neighborhood showplace contest. Together they will choose how they want to emphasize the attractions in their part of town. Work Day agendas will be set and beautification projects assigned to work forces. Priorities will be identified and put on a time-line. Tree farms and nurseries will be approached for contributions of flowers or shrubs to use as plantings at the little park places in the neighborhoods. Landscape architects will be invited to submit plans for the town. The Oklahoma State University Rural Community Planning Class will be asked to submit a practical, implementable plan for a green belt around the town. Trees suitable for planting will either be purchased or donated, and a date will be selected for planting. A flag pole for the City will be purchased and set in place. A mural will be painted on the side of the Community Center to show the symbol for the town, the inter-cultural nature of its people, the pioneer elements in its beginnings, and the birth of new hope for the future.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 9

Plate 5J

ICA Consultants

TOWN BEAUTIFICATION CAMPAIGN

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Trees, Shrubs	6,500			
	Sod	2,000			
	Waste Containers	1,200			
	Work Tools	1,150			
subtotal - capital		10,850			
II Pay and Allowances	½ Maintenance Co-Ord.	3,600	3,600		
	Landscape Architect	3,000			
	Legal Fees	3,000	3,000		
subtotal - pay		9,600	6,600		
III Current Expenses	Paint/Brushes/Cleaning	650	650		
	Equipment Rental	1,000	1,000		
	Promotion	500			
	Decor	250			
	Telephone	600	600		
subtotal - current		3,000	2,250		
Total Program Costs		23,450	8,850		

SOCIAL SELF-RELIANCE: Actuating Program 10

RESIDENTIAL HOUSING DEVELOPMENT

Home ownership is a significant factor in promoting stability among residents of any community. Housing of good quality and low cost is necessary for the future substantial development of Indianahoma. The Residential Housing Development Program will be responsible for conducting a study on housing needs in the town which will form the basis for winterizing and repairing homes as well as being a means for informing residents about options for new homes and the Self-Help Housing Program. Out of this effort will come an examination by residents of all factors involved in preparing for an increased population. Planning will be intensified. New families will move in. A new housing development will go up. New leaders will emerge. Indianahoma will begin to realize possibilities for a quality of life which never before seemed possible.

Residential Housing in Indianahoma will be developed by using four coordinated approaches. First, the Home Renovation Program will implement the recommendations of a housing needs study. Insulating, winterizing and general repair work will result from a cooperative home-owner effort. Second, as water and sewerage improvements are completed and new developments become possible, steps necessary for the town to qualify for various kinds of housing aid will be taken through the New Construction Program. Third, low-cost homes will become available by way of a Self-Help Housing Program set up through the Great Plains Improvement Foundation. Fourth, in order that quality residential housing growth may be assured, a construction company will be formed which will employ expert construction crews, promote sale of their product and offer continuing maintenance service for contracting residents.

This project will begin with the creation of a housing map of the city which will indicate the condition of every residence and commercial building. Supplementing this will be a list of home-owners and commercial building owners, including names, addresses and phone numbers. Building demolition schedules will be created and coordinated with upcoming work-days. Necessary legal steps will be instituted so that abandoned buildings can be torn down and property cleaned up. A list of people who want to participate in the Self-Help Program to build their own house will be compiled and all necessary details collected to facilitate a date for the start-up of this program by early fall. Potential developers for the construction of new cluster units will be visited to decide who could best honor the intent of the Plan 2000 guidelines. The selected developer will construct a demonstration home.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 10

Plate 5K

ICA Consultants

RESIDENTIAL HOUSING DEVELOPMENT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Furniture/Fixtures	1,000			
	Typewriter	600			
	Model Home		25,000		
subtotal - capital		1,600	25,000		
II Pay and Allowances	1/2 Program Manager	3,600	3,600	3,600	
	Construction Consultant	3,000			
	House Appraiser		3,000		
	Canvasser	1,700			
subtotal - pay		8,300	6,600	3,600	
III Current Expenses	Office Supplies	500			
	Maps	100			
subtotal - current		600			
Total Program Cost		10,500	31,600	3,600	

SOCIAL SELF-RELIANCE: Actuating Program 11

RURAL LIFE INSTITUTE

Effective community development in small towns requires that a means for developing local leadership skills be created and a way to deliver basic services be found. Rural people understand that they must be prepared to assume roles for which they are not prepared and carry out tasks for which they have not been trained. The Rural Life Institute is designed as a response to those situations. Preschool children will learn basic skills, for example, and their parents will be involved in that learning experience. Leadership methods courses will equip residents with skills that enable effective planning and participation in resolving issues that call for a community-wide consensus. Practical skills will be developed for such everyday needs as plumbing emergencies or small appliance repair. As the pool of leadership and service skills grows larger, Indianahoma will increase its self-sufficiency and become a sign that quality living is possible in the small towns of this nation.

The Rural Life Institute Program consists of four components. First, a non-profit community group will sponsor a Comprehensive Preschool supplied with play equipment for both inside and outside activities, which will use imaginal decor, offer a curriculum designed for development of basic skills and which will draw parents into the education process. Second, a Management Skills Program will use quarterly leadership forums for both youth and adults, extension courses from near-by colleges and training events beyond the immediate community. Third, Local Apprenticeships in small appliance repair, carpentry, plumbing and other such skills will be offered so that residents may have qualified repair and service persons available near at hand. Fourth, a Leadership Methods Program will equip Indianahoma citizens with those social methods which enable them to lead in public meetings, make effective presentations to outside groups and plan together in comprehensive, imaginal ways for the well-being of their town.

Actuation of the Rural Life Institute will be symbolized by the rental and refurbishing of an adequate preschool facility which meets all code requirements. Local volunteer staff will be recruited for a month-long training series. A coordinator will be selected to ensure the prompt opening of the center in the fall. All necessary equipment and materials will be obtained. Selected youth will engage in a Local Apprenticeship Program. A series of Business Management Courses will be held in the fall. These will focus on marketing, research, effective promotion and merchandising. The leadership of the Neighborhood Clubs Program will be recruited for a weekend workshop on group methods as they prepare for the initial club meetings.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGET

Program 11

Plate 5L

ICA Consultants

RURAL LIFE INSTITUTE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Preschool Equipment	5,000			
	Typewriter	600			
	subtotal - capital	5,600			
II Pay and Allowances	Preschool Teacher	7,200	7,200	7,200	7,200
	1/2 Assistant Teacher	3,600	3,600	3,600	3,600
	1/2 Instructor	3,600	3,600		
	subtotal - pay	14,400	14,400	10,800	10,800
III Current Expenses	Facilities Rental	1,200	1,200	1,200	1,200
	Operating Expenses	500	500	500	500
	Utilities	1,000	1,000	1,000	1,000
	Telephone	600	600	600	600
	Travel	1,000			
	subtotal - current	4,300	3,300	3,300	3,300
	Total Program Costs	24,300	17,700	14,100	14,100

SOCIAL SELF-RELIANCE: Actuating Program 12

COMPREHENSIVE HEALTH CARE

Effective local development depends, in a large measure, on the way residents feel about the quality of care provided by their community for its citizens. Comprehensive Health Care is designed to guard the physical well-being of all Indianahoma residents. The most critical factor in providing this kind of support is with local health caretakers who will visit regularly all members of the community. The program requires that a network be created by which help can be delivered quickly in the event of fire, natural disaster or other kinds of emergencies. The strength of this program is in the provision of a structure where responsibility for safety and health can be shifted from a few concerned but isolated individuals to a comprehensive network which involves everyone.

Comprehensive Health Care will consist of four components. First, the Preventive Health Care Program will establish a health outpost where supplies and equipment are stored and treatment provided by trained local people and visiting professionals. Second, the Emergency Services Program will arrange emergency helicopter service and offer first aid training. Third, the Health Caretakers Program will recruit people from the community who will be trained to give primary and preventive health services including education in sanitation and nutrition. Fourth, the Resident Protection Program will arrange for installation of a fire and storm warning system. Vaccination of dogs, use of identification tags on collars and consideration of an ordinance so that stray animals may be controlled, will be done through this program. Traffic control will be maintained through placement of stop, yield and school zone signs. The fire department will be strengthened by training volunteers, expanding the alarm system and by doing the research for grant applications related to equipment and a building.

Implementation of the Comprehensive Health Care Project will begin with procuring a facility for the Health Outpost. Selected equipment will be obtained to ensure full service to the residents. Supplies for both preventive and medical service programs will be in place for the formal opening. To make emergency service available a helicopter pad will be constructed for the Ft. Sill emergency helicopter. A two-way radio system will be installed to assure reliable communication with Ft. Sill. An upgraded warning system will be installed and linked to a modern communication system. A carefully planned dog vaccination day will be held. Identification tags will be made available for each dog, thus offering proper care for each animal and aiding related health matters. Residents of the community will be recruited to enlarge the volunteer fire department. A series of training workshops will be held under the direction of regional consultants.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 12

Plate 5M

ICA Consultants

COMPREHENSIVE HEALTH CARE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Land / Building	10,000			
	Furniture / Fixtures	2,000			
	C B Equipment			1,000	
	Stretchers	100			
	Medical Equipment	500			
	Traffic Control			2,000	
	Warning Siren			500	
	subtotal - capital	12,600		3,500	
II Pay and Allowances	Visiting Doctor	4,500	4,500	4,500	4,500
	Visiting Nurse	3,000	3,000	3,000	3,000
	Visiting Veternarian	3,000	3,000	3,000	3,000
	Town Marshal	7,200	7,200	7,200	7,200
	subtotal - pay	17,700	17,700	17,700	17,700
III Current Expenses	Utilities	1,000	1,000	1,000	1,000
	Health Services Supplies	2,000	2,000	2,000	2,000
	Vet Supplies	750	750	750	750
	Dog Tags	100	100	100	100
	subtotal - current	3,850	3,850	3,850	3,850
Total Program Cost		34,150	21,550	25,050	21,550

IHDP
ICA Consultants

SOCIAL SELF-RELIANCE; Actuating Program 13

RECREATIONAL PARKS SYSTEM

With more leisure time available to the average family, there has arisen a demand for passive and active recreational activities. Youth seek public recreational areas for informal social relationships and experiences in team efforts. The Recreational Parks System will provide much of the park expansion and upgrading requested by youth of the community. Their propensity to visit other towns in the county for these services will be checked. Team sports using the swimming pool and tennis courts will build community spirit and give rhythm to the community's corporate life. Elders will have space available for social gatherings, enabling their active engagement in the life of the community. Families seeking relaxation during the week will find inviting facilities for healthy leisure-time activities. Individuals will come to experience a new awareness of the community and form useful social relationships. The style of community life will begin to shift from individual-oriented recreation to corporate involvement. Consequently, the story of Indianahoma as a dying town will be replaced by accounts of accomplishments.

The Recreational Parks Program will provide needed public space for the recreational activities of Indianahoma residents. First, the Facilities Construction Program will build tennis courts and a swimming pool. A sheltered pavilion will be erected. Derrisaw Park will be improved by the addition of picnic tables and grills. A creative playground and exercise area will be built. Second, an Activities Coordination Program will provide a central location for coordinating all recreation activities and serve as a meeting place for people. Third, the Park Development Program will provide several small parks scattered through the community. Trees and shrubs will be planted in the small parks. Benches, picnic tables and trash cans will equip these attractively maintained areas. This program will arrange for places around the business area for people to stop and rest. Fourth, a Youth Center Program will provide a special meeting place for youth.

The Recreation Parks System will begin by obtaining and placing childrens' playground equipment for the donated land on Main Avenue. Picnic benches will be obtained and placed in shaded areas. Trees and shrubs will be planted. Tennis courts will be built on land across from the school. A full, exterior fence will be erected and vandal-proof nets installed. Land for the swimming pool will be secured and research completed to determine the kind of pool needed. A fund-raising effort will begin and grant applications will be submitted. A director will be selected to coordinate activities and the maintenance of Derrisaw Park. A suitable space for the youth center will be secured and renovated for use by various clubs.

IHDP

FOUR YEAR PLAN
PROGRAM BUDGETS

Program 13

Plate 5N

ICA Consultants

RECREATIONAL PARK SYSTEM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Swimming Pool		66,060		
	Tennis Courts	5,000			
	Pavilion		5,000		
	Sporting Equipment	4,250			
	Activities Bldg./ Equip.	10,700			
	Park Equipment	4,700			
	subtotal - capital	24,650	71,060		
II Pay and Allowances	2 Life Guards		3,600		
	2 Life Guards		3,600	1,800	1,800
	Tennis Instructor		3,600	1,800	1,800
	subtotal - pay		7,200	3,600	3,600
III Current Expenses	Grounds keeping material	500	500	500	500
	Utilities	1,600	1,600	1,600	1,600
	Center Rent	1,000	1,000	1,000	1,000
	MISC. Youth Expense	500	500	500	500
	Travel	1,000			
	subtotal - current	4,600	3,600	3,600	3,600
	Total Program Costs	29,250	81,860	7,200	7,200

EPILOGUE

ACKNOWLEDGEMENTS

Any comments on the Consultation by the Institute of Cultural Affairs need to be prefaced by a word of appreciation to the number of private agencies, organizations, business firms and government departments, whose practical assistance and encouragement were instrumental in the successful completion of the Consult. This list includes State Senators Al Terrill and John Clifton, State Representative Bob Harper, Speaker Pro Tempore of the House, Spencer Bernard and Don Owens, President of Cameron University. Providing materials and supplies for the Consult preparation were: Sexton School Supply, Apache; Kellwood, Inc., Frederick; Indianhoma Lumber Company, Indianhoma; Ansley Paper and Chemical Company, Billingslea Lumber Company, Comanche Lumber Company, Eddy's Signs, Fort Sill Food Services, Fowler's Paint Glass & Floor Covering Company, Great Plains Coliseum, IBM Corporation, Ratcliffe Book & Office Supply, Montgomery Ward, Olivetti Corporation, Pittsburgh Paints, Sears, Roebuck and Company, Sesco Electric Supply Company, Southwest Stationery & Bank Supply and TG&Y, Lawton; Amoco Chemical Corporation, Chicago; Cardinal Paper Company and Lindsey's Speedy Print, Oklahoma City; Cloth World and Hancock's Fabrics, Wichita Falls. Food and food service were donated by: Country Mart, Frazier's Meat Processing and Shamrock Grocery, Indianhoma; Mallow's Grocery, Geronimo; Burger King, Cagle's Wholesale Grocery, Coca Cola Bottling, Der-Wienerschnitzel, Gene's Meat, Herb's Discount, International House of Pancakes, Johnson's Bakery, Lew Johnson's Restaurant, Ken's Pizza, Long John Silver's, Mead Foods, Inc., Mt. Scott Foods, Inc., Pepsi-Cola Bottling Company, Pizza Hut, Rosemont Dairy, Roy Rogers Restaurant, Salas Little Mexico, Shakey's Pizza, Underwood's Cafeteria and Wilson Wholesale Candy Company, Lawton; Wm.E. Davis & Sons, Inc., Grand Central Station, Kraft Foods, Morton Foods, Rainbow Bread, Sonic, Inc. and Wilson Meats, Oklahoma City; Malone's Meats, Norman. Particular thanks is extended for the cooperation of local agencies, offices and institutions whose staff participated through visits to the Consult and interviews with consultants including: ASCOG, Comanche County Extension Service, Comanche County Health Department, Great Plains Community Foundation, Inc., Lawton Chamber of Commerce,

IHDP
ICA Consultants

Lawton Industrial Development Service, Multi-Purpose Center of Lawton, OSU Extension Service, Stillwater, Taliaferro Community Mental Health Center and Treasure Lake Job Corps. Thanks to American National Bank, Lawton, First State Bank of Cache and Liberty National Bank and Trust of Oklahoma City for contributions. Special thanks to these Oklahoma City companies who have contributed to the production of this document: Butler Paper Company, Carpenter Paper Company, Midwest Paper Products, Inc., Western Paper Company and Xerox Corporation for the paper; Ed-Be, Inc. for the graphics; Duncan Bindery Service for the binding; and First National Bank & Trust and Liberty National Bank & Trust for the printing. Special mention must be made of the Indianahoma residents themselves who performed the major part of the preparation work and who offered a warm welcome to visiting consultants and housed them in their homes. Thanks to Mayor P.J. Stoll and the Town Council for their cooperation, to Mr. & Mrs. Buford Young and Ruth Pahcheka Howell who have donated the use of houses for the project staff for two years and to the folks who have loaned their various properties for the community's use. Many names need to be mentioned but are far too numerous to list here.

I

ACTUATION PHASING

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Indianahoma are found in the five comprehensive charts and the accompanying discussion which comprise the substance of this document. These charts, which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actuating Programs, together reflect the flow of the consultation.

METHODS

The Operating Vision of Indianahoma residents, summarized at the beginning of the week, indicated great concern for enlivening community life, citizen care and economic foundations. The following day's work of discerning contradictions revealed special stress on Indianahoma's unexplored alternatives for creative development. Other issues were limited community planning, fragmented images of community life and untapped potential for retail trade. The next day's proposal work emphasized civic cohesion, economic sufficiency and social structures. A key point was citizen engagement. The tactical systems, built to carry out the proposals, underscored the need to utilize local resources, foster effective social cohesion and enhance physical environment. Tactics dealing with the economic included beginning new contract industries, developing commercial services and creating an expanded shopping area. Educational tactics stressed developing leadership skills and initiating an early learning center. Tactics related to social cohesion were creating a community center, instituting consensus-building meetings and developing an active youth corps. The Consult further recommended creating community symbols, designing a land use plan and initiating unified landscaping. The actuating program chart indicates a major concern for the cohesiveness of the community as seen in the three programs dealing with community engagement, community identity and a community center facility. In addition, the programs relating to economic self-sufficiency include five programs which relate to expanding local commerce and planning for the future of Indianahoma. In the arena of social self-reliance five programs deal with creating a more human environment and providing comprehensive care for residents.

FINDINGS

PHASES

The Human Development Project model produced during the Consult represents the decisions of citizens to intensify and expand development efforts in the community. The Actuating Programs provide for the four-year phasing of the model. During the year of initiation, emphasis will be placed on mobilizing broad community effort in the arenas of local business development, appropriate skills training, economic self-sufficiency and the transformation of community space to project a recreated image of Indianahoma to its residents and to the world. By the end of the first year all the actuating programs will have been launched. The dual emphases of the second year are program acceleration and replication in other rural locations. During this phase, emphasis is given to equipping a body of leaders to guide project expansion. As the project becomes established, local leaders assume greater responsibility for the total operation. Simultaneously, the number of local ICA staff is decreased. In effect, the new project model is actuated at the end of three years. Program maturation occurs during the fourth year. By this time external assistance is considerably reduced and local initiative is maximized in all the development programs.

II

PROJECT FINANCING

FUNDING

A comprehensive funding plan is required for social demonstration. While the community must move as quickly as possible to assume responsibility for the cost of its development, outside financial leverage is necessary to build momentum. The phasing would initially rely on private sources until actualized programs can call forth funds from the public sector. However, the project requires direct assistance from both public and private sources in the form of grants, long-term loans at favorable rates, lines of credit and in-kind contributions of goods, services, time and facilities. It is crucial to make such external resources immediately available to the community, but to maintain them only for the period necessary to generate local economic activity.

COSTS

The 13 actuating programs provide the means for an initial analysis of the costs of the project as well as the broad funding patterns. Estimated costs of the pilot project are shown in two charts. Plate 6A shows the estimated cost of the first year of each program and the combined total. Plate 6B provides a picture of the projected costs for four years. It is predicted that by the fourth year only minimal special funds will be needed by the project itself. As program actuation continues, costs will be absorbed into the ongoing socio-economic dynamics of the community. The budgets are figured on the basis of capital outlay, staff salaries and operating costs. About one-fifth of the first year costs fall in the local salaries column. This is explained by the number of part-time and full-time roles required to launch the programs adequately and represents a direct injection of funds into the community. This outlay will

gradually be seen as an investment in the project as the human and material resources of Indianoma citizens are applied to the socio-economic program. With efforts aimed at developing self-sufficiency and self-dependence over the four years, increasingly less direct funding will be needed to support salaries as programs begin to generate their own incomes. Thus, direct costs are reduced by about half during the second year and continue to decrease in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a total comprehensive development approach. Through the development of employment, the introduction of light industry and an expansion of services within the community, a stable economic base will be established which will help to maintain the project's efforts in the future.

III

IMPLEMENTING FORCES

GUILDS

The thirteen programs provide the framework for local participation and give direction to the necessary organization of the community residents who will do the work of implementation. Those of all ages who participate could form a series of working groups, a modern form of the traditional guilds. These groups could then subdivide into task forces to do particular jobs related to varied aspects of program implementation. Through the guild structure these citizens could also do continual planning and evaluation.

COMMISSIONS

This organizational format would provide the structure through which all the residents could participate in making decisions about the future of the community. The thirteen Programs of the Indianoma Human Development Project could be grouped in relation to two commissions responsible for coordinating the unified forces of the Project. One commission could deal primarily with economic development, the other with the social. Such commissions, comprised of guild participants and other community residents, would include both men and women, youth and elders, so that there would be a representational cross-section of the community. Cooperation on such a broad basis is vital to the success of effective community development. The commissions would also need to have participation from the auxiliary staff and the guardians, who would catalyze and support the Project.

GUARDIANS

The guardian and patron networks assure the continuance of external support to the Human Development Project. This support refers not only to strengthening the interest and assistance of governmental agencies, but also to establishing relationships with private forces within and beyond the community. In addition to funding, outside support needs to include information sources,

advocacy and access to services and expertise not presently available within the community. To date, these networks have been invaluable to Indianahoma. The acceleration of the Project will make the guardian and patron network even more important in the future.

AUXILIARY

Finally, the Actuating Programs indicate the need for a motivating group, referred to here as the auxiliary. One of the indices of a dynamic Human Development Project is the presence of a catalytic group that brings dedication and methodological expertise to the task at hand. This group engenders motivity in the community at large, thus accelerating the implementation of programs and the emergence of new leadership. The staff of the Institute and key leadership of the community will fulfill this role. The presence of such a group provides a fresh perspective which enables the community to grasp its task in a creative fashion. When this perspective is added to the practical wisdom of long-time residents, a reservoir of effective action emerges. In Indianahoma today this group of people should include specialists in such fields as business, education, community development and health. Each member of the auxiliary will be charged with the responsibility of training one or more understudies in his area of expertise. The understudies, in turn, will then be prepared to assume responsibilities within the community.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Indianahoma intends to stand as a demonstration of what small towns can do, a place where any visitor can see the hopes of people throughout the world being fulfilled. It is important, therefore, that the benefits of the program be obvious and visible. The following six sketches tell what a visitor might expect to find six months after the Consult.

Arriving by car from Lawton on Route 62, the visitor knows precisely where to turn to reach Indianahoma as he sees the large road sign "Indianahoma Human Development Project: Showplace of the Southwest". He drives down the newly-paved road, over the railroad tracks and into town. As he drives down "Third Street", his attention is immediately drawn towards a beautiful, square building at the busiest intersection in town. The simplicity of its smooth, white walls looks elegant against the vast, clear blue sky. He parks his car along the curb in front and reads the sign which welcomes him to the "Indianahoma Community Center". Near the entranceway is a large bulletin board with an array of posters,

newsletters and pictures graphically announcing the many activities and resources available to any Indianoma resident or visitor. Through the large glass window on the front of the building, the visitor observes a cluster of people seated around a table in front of a blackboard. One of them notices him and rushes out to meet him. As he enters the facility, he is introduced to members of The Indianoma Development Corporation. One of them eagerly shows him the brochure which they are working on. In it, are detailed drawings and sketches indicating a unifying town plan. These same drawings are displayed on the wall along with other zoning and land use charts projecting the town's future direction as far ahead as the year 2000. While the visitor carefully reads the maps, the phone rings. One of the ladies from Volunteer Action Corps answers it and turns to a calendar on the desk. She is able to deal with all of their questions by referring to the events, dates, times and places listed on the Community Calendar. "We have so many new, vitally concerned and active civic and neighborhood groups now," she explained when she hung up, "that someone must be here every day to coordinate all of the town's activities." "Let me take you on a quick tour of our facility," she offered. "The Job Corps has helped us put on a new roof and do renovation inside and out." The guest is surprised that such a fine-looking building is 73 years old! As they complete the tour, a middle-aged woman introduces herself as a member of the Ambassadors Club. She suggests taking the visitor on a complete tour of Indianoma and the guest readily agrees.

SOCIAL

"The Ambassadors Club," explains the hostess as they leave the center, "is only one way we residents of Indianoma remind ourselves of our great town and show our pride in what we are doing. Let me show you what I mean." The two travel two blocks to the site of a previously unused building which has been completely restored and converted into an impressive community museum. The visitor notices the town symbol on the sign outside just beyond the low, white picket fence which surrounds the yard. Inside, they see exhibits depicting the great stories of the past, including traditional Native American artifacts from this locale. One showcase in the center of the room, however, is devoted to photographs, newspaper clippings and other items dated as recently as six months ago from the start of the Consultation. "This is to remind us that we are making history now, too," said the museum attendant. In the back room of the museum three high school girls are sewing dresses fashioned after the ones on display. The visitor admires their work and is told that they are preparing for a community pageant. "We never used to have many gatherings," say the girls, "but now we always have some celebration to look forward to. This town is really alive!"

IDENTITY

ENVIRONMENT

The visitor and guide step outside and the guest takes a good look up and down the road. He is immediately struck by the care that has been put into landscaping. Newly planted saplings and evergreens line the road. Shrubs and bushes hedge families' yards and a flower garden in the shape of the town symbol gives sparkle and color to the main intersection. "Even in the hottest summer days," remarks the hostess, "one feels cool and refreshed here." Young children, their limbs hooked and dangling in all directions "decorate" the shiny new play equipment. Across the street, a volunteer work crew is mixing cement for a new sidewalk. As they walk along, the visitor comments on the interesting street names posted at the corners. He is pleased to see names that reflect and preserve the local heritage and geography. As they continue their walk, our visitor is surprised to see people using the tennis courts. "The courts will be used until snow covers them over," his hostess exclaimed. She mentions how the lights allow them to be used late into the evening. Nearby, the guide points out the new community swimming pool, one of the most popular additions to Indianahoma. She describes how the Youth Service Corps helped to get it started and how they recommended the guidelines posted for the pool's use.

ENTERPRISES

As they continue, the guide offers to buy the guest a cup of coffee at the new family cafe. Several cars are parked in the parking lot behind the restaurant as it is getting close to dinner time. Inside, one room is very attractively decorated with a Southwestern motif. The bright orange table cloths, candles and wood interior look very sophisticated. The menu boasts a large selection. In another section of the building, youth are enjoying the game tables and sipping cokes at the soda fountain. Country Western music is heard from the juke box and in one corner is a small platform where the local band plays on Friday and Saturday nights. One of the youth introduces himself and offers to drive the guide and guest on a quick tour of all the new businesses and industries. His first stop is the new general store. It has been created from the once-abandoned old grocery store. A marketing and sales expert from one of the large stores in Lawton is talking with the local manager. Together, they are discussing the most appealing ways to display goods and which products move the quickest. The efficient service at the check-out counter and the easy access to all shelves and counters eliminates long waits and frustration. During the rest of their drive around, they also see the Tourist Crafts Center and the visitor stops briefly to admire the lovely quilts made by a ninety-seven year old resident and the intricate Indian bead work for sale. The driver points out the new Cut-and-Sew Shop where his mother works. He comments that it has helped their family to have her working in town instead of driving many miles daily to her previous place of employment. The visitor is surprised to see the number of people engaged at the Welding Shop and Meat Processing Plant. Groups of men and women are coming out the doors after their day at work.

CARE

Approaching them on the sidewalk is a group of Preschool children marching briskly along singing "Indiahoma is a wonderful place". The visitor is delighted to see their crisp rust and brown uniforms and enthusiastic smiles. One of the teachers stops to say "Hello" and explains how she is gaining so much practical training through the teachers' curriculum writing sessions and team teaching events. She runs to catch up as the children return to the Preschool building across the street. The children collect their belonging and meet their mothers who have arrived to take them home. Inside the school building, the largest facility in town, they meet several teachers who point out pictures and charts in the display case. The Management Skills Classes and the local Apprenticeship Programs have recently held their quarterly awards banquets and their certificates and other achievement-related materials can be seen there. In one of the classrooms, a Health Caretakers Meeting is in progress. "Each Caretaker is responsible for ensuring the physical well-being of the residents in their neighborhood," explains the hostess. One of the young men in the meeting slips out to present the visitor with his Health Caretaker calling card. "We give everyone one of these, so they know who to call for help," he says. As they leave the school, they see the Captain of the Security Patrol. He offers to give them a ride and they agree to return to the Community Center. "We wish you could stay longer," comments the Captain after hearing about their recent tour. The visitor expresses regrets at having to leave but promises to return. "I'm sure that you will notice even more changes then," the guide comments proudly. "We will take more time, during your next visit, to meet the mayor and the water commissioner and discuss all of the improvements that are being made on all of our public utilities."

ACTIVITY

Later, as he reflects on his afternoon, the visitor realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He senses that something profound has happened to them. He sees this reflected in the beauty and cohesion of their town. He finds it difficult to forget the way they speak of the history and future of Indiahoma. He realizes that the people display a new kind of community spirit. He wonders why, if this can happen in Indiahoma, it cannot happen in other communities across the Southwest and, indeed, the rest of the world.

REPLICATION SCHEMES

LOCAL

The Indianoma Human Development Project is a pilot project in the socio-economic development of a rural southwestern community. Local replication would involve several steps. One would be the systematic sharing of the project with other rural communities through speaking engagements by community leaders and project staff. A visitation program would be designed whereby leaders and the residents of other communities visit the project site. Leaders and residents of other communities would be invited to attend community meetings to discuss the challenges of their community and formulate working proposals. Concerned leadership of these communities would be trained in project methods.

UNITED STATES

A replication plan would be of significant value for rural communities throughout the Southwest. It would provide a constructive form for the movement toward independent responsibility and the desire for local social transformation. Replication would benefit the nation as a whole in a number of ways. It would demonstrate a viable approach to socio-economic revitalization of rural areas. It would be a model for creatively developing community space, providing improved local services and engaging all residents in community decision-making. It would develop methods of education which encourage citizens' participation. Finally, a Human Development Project demonstrates the revitalization of community as a fundamental need in our time. Practical replication steps would necessarily involve local people and solicit the support of the public and private sectors at all levels. The work of the Institute of Cultural Affairs in 27 nations has built a foundation of support and responsiveness which would greatly facilitate a move to replication.

PERSONNEL

Replication of a project would require some estimate of staff and training needs. The number of staff members needed for replication would be proportionately lower than that of the pilot project. Creating a network of model communities across the rural Southwest would require a staff of trained people for each community for a period of two or more years. This staff would live and work with the people of a community, sharing with them a variety of skills. The staff as a unit would encompass a range of expertise. More important than this would be the deep concern of each staff member for the renewal of community life. Consulting groups would be made up of people from both the public and private sectors. They would be people from across the United States, possibly including university students whose degree designs incorporate a

year of field placement. The Institute would provide practical training in community development methods for these replication forces. Classroom work would be combined with practical field training in the pilot project and local replication experiments.

Through Indiahoma, the Institute of Cultural Affairs would provide training resources for replication in other locations throughout the Southwest at minimal costs. The program budgets for each replication project would be built on the basis of local necessity and would be supported to a large degree by allocated funds made available through the normal broad-based channels of public and private support as well as long-range public and private loans. Local people in each situation would participate directly through contributions of time and effort as well as direct cash contributions. The possible sources of direct economic support, both within and outside the community, would be greatly expanded by the successful accomplishments of the Indiahoma Human Development Project.

FINANCING

VI

SUPPORT SYSTEMS

For six months the Institute of Cultural Affairs surveyed over 100 communities in anticipation of establishing a pilot Human Development Project in rural Southwest. The town of Indiahoma was finally chosen for several reasons. First, it is near Lawton which has air service and it has easy access to a major highway to Oklahoma City. Second, it is a community in need of socio-economic development. Third, both public and private sectors have shown interest in rural community development. Fourth, it is in Comanche County where there is potential for rapid growth. Fifth, and most important, the people of Indiahoma are willing to become the Showplace of the Southwest.

The Institute of Cultural Affairs is ready to continue providing services necessary to support the work of the Indiahoma Human Development Project in the coming year. This means assigning staff to serve as project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic exchange of information with staff and local participants in Human Development Projects around the world. Assigned staff would continue to live in Indiahoma and work full-time in the Project. Staff expenses have been written into the various programs in which they will be directly involved.

STAFF

SUPPORT

The Institute of Cultural Affairs stands ready to assist community leadership in procuring funds and in-kind contributions for program enablement. By working with the Guardian network, local residents and auxiliary personnel, the staff is in a position to seek support from both the public and private sectors. The funding objective for the coming year is to develop a base of support for Indianahoma through the gifts and grants of corporations, foundations and interested individuals. At this point in its history, it is necessary for the Project to depend on outside funding. Over the long term, however, the Project will lessen its dependence upon external funds.

CONCLUSION

The Indianahoma Project is one of sixteen local human development efforts initiated in consultation with the Institute of Cultural Affairs within the United States. There are also over 75 projects located in 27 other nations. The Institute anticipates that the Indianahoma Human Development Project will be of service to the rural Southwest and the country as a whole as one of many signs already present that local community is being renewed by local people.

fiscal year 1978

ICA Consultants

Key - 1.0 = \$1,000

Breakdown Programs	Capital Costs	Salaries			Operating Expense		Total
		Full Time	Part Time	Fees	Exp.	Travel	
1. Appropriate Business Enterprise	77.60	7.20	-	-	.50	1.00	86.30
2. Small Industry Complex	50.50	7.20	-	-	7.30		65.00
3. Development Assistance Agency	12.95	14.40	-	4.50	3.60	4.00	39.45
4. City Utility Service	108.5		-	3.0	-	-	111.50
5. Indianahoma Plan 2000	2.2	7.2	3.6	9.00	5.40	1.00	28.40
6. Community Engagement Network	1.60	7.2	-	-	3.35	-	12.15
7. Community Identity Project	3.00	-	6.48	2.00	7.27	2.00	20.75
8. Community Center Facility	56.00	7.20	7.20	-	8.50	2.00	81.00
9. Town Beautification Campaign	10.85	-	3.60	6.00	3.00	-	23.45
10. Residential Housing Development	1.60	-	5.3	3.00	.60	-	10.50
11. Rural Life Institute	5.60	7.20	7.20	-	3.30	1.00	24.30
12. Comprehensive Health Care	12.60	7.20	10.50	-	3.85	-	34.15
13. Recreational Park System	24.65	-	-	-	3.60	1.0	29.25
Total	367.75	64.80	43.88	27.50	52.27	12.00	566.2

IHDP

Plate 6B

PROJECTED COSTS
over four years

ICA Consultants

Key: 1.0 = \$1,000US

years programs	I	II	III	IV	Total Cost
	FY 1978	FY 1979	FY 1980	FY 1981	
1 Appropriate Business Enterprise	86.30	29.50	50.81	.81	167.42
2 Small Industry Complex	65.00	12.20	.60	-	77.80
3 Development Assistance Agency	39.45	18.30	11.80	13.30	82.85
4 City Utility Service	111.50	93.50	-	-	205.00
5 Indianoma 2000 Plan	28.40	12.60	-	-	41.00
6 Community Engagement Network	12.15	10.00	.20	.20	22.55
7 Community Identity Project	20.75	12.04	6.04	1.44	40.27
8 Community Center Facility	81.00	21.90	8.60	6.60	118.1
9 Town Beautification Campaign	23.45	8.85	-	-	32.30
10 Residential Housing Development	10.50	32.60	3.60	-	46.70
11 Rural Life Institute	24.30	17.70	14.10	14.10	70.20
12 Comprehensive Health Care	34.15	21.55	25.05	21.55	102.30
13 Recreational Park System	29.25	81.86	7.20	7.20	125.51
Total	566.2	372.60	128.0	65.2	1132.00

PROJECT FUNDING FLOW CHART

toward local self-support

ICA Consultants

Key: 1.00 = \$1,000

source			year	year one	year two	year three	year four	Four Year Totals
			source					
Monies Injected and Stimulated	Outside Funds	Public	Loans	25.4	-	-	-	25.4
			Grants	142.0	96.0	-	-	238.0
		Private	Corporate	67.2	57.2	10.0	10.0	144.4
			Individual	70.6	73.0	26.0	6.6	176.2
		Total			305.2	226.2	36.0	16.6
	Local Funds	Gifts	Cash	43.0	33.4	14.0	10.6	10.0
			In kind	83.2	70.4	38.0	38.0	229.6
		Loans	Current	32.2	9.0	8.0	-	49.2
			Long-term	102.6	33.6	32.0	-	168.2
		Total			261.0	146.4	92.0	48.6
Total Funds			566.2	372.6	128.0	65.2	1,132.0	