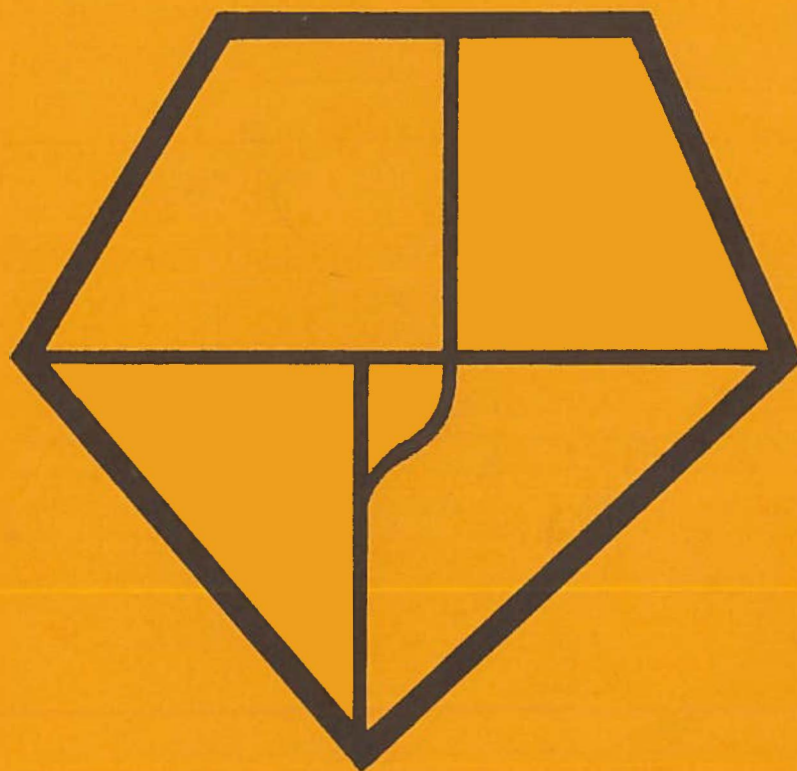


LORIMOR HUMAN DEVELOPMENT PROJECT



CONSULTATION SUMMARY STATEMENT

June 1978

LORIMOR 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
Lorimor Human Development Consultation
which took place in
Lorimor, Iowa, The United States of America
June 18 - 24, 1978
The Institute of Cultural Affairs
Consultants

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PROLEGOMENA

I

THE LOCATION

The Lorimor Human Development Consultation was the initial step in a comprehensive development project by the people of Lorimor, Iowa, a community of 100 square miles located in the heart of the midwest of the United States of America. Situated 50 miles southwest of Des Moines, Iowa, in Union County it is representative of many other midwestern rural communities. The project is a comprehensive effort that includes both the social and economic development of the community. It was begun through the cooperative efforts of community leadership and the Institute of Cultural Affairs. The intention is to recover a viable economic base, to establish structures and services which ensure inclusive care and to encourage full citizen involvement in the community's life. The project is designed as a demonstration of methods which can be used by any community in the nation and which, therefore, could be duplicated anywhere.

The United States of America is entering a new period of its history. Relying upon its vast natural resources and the energetic creativity of its people, the United States rose during the past century to a position of global wealth, power and influence. Then from 1960 to 1975 a series of domestic and international crises tempered the heady optimism which accompanied that earlier development, as inflation and unemployment soared, major cities across the nation erupted in violence and destruction and a new generation of youth disavowed their parent's values and life styles. Its confidence shaken, the nation entered the Bicentennial era seeking new answers to profound questions. Across the land communities began to confront their history and its attendant conflicts and reassess the country's direction. In the midst of this process new hope emerged and several trends indicate this new mood. There are new commitments of governmental agencies and local citizens alike, to protect the environment, to assure honest and open government, to eliminate all forms of discrimination in public life, to guarantee public safety in local communities and to create a new role as peaceful mediator among the nations of the world. Those in public and in private life who are most responsible for reawakening national vitality and purpose are stressing the need for citizen participation at the local level. Public meetings, workshops

and citizen committees in both rural and urban communities are forging new consensus on neighborhood issues and practical solutions. The American people have rediscovered the power of their heritage as a nation whose government intends to be "of the people, by the people, for the people."

MIDWEST

Known as the Heartland, the Midwest occupies the center of the vastly contrasting geography of the United States. Its rolling prairie contains some of the richest agricultural land in the world, watered by two great river systems, the Upper Mississippi and the Missouri. The western expansion brought settlers that formed a largely rural, agriculturally centered society, dotted with hundreds of small communities. The staple agricultural products are field corn, hogs, cattle and soy beans. The rapid increase in technology in the early 1900's catalyzed a shift to urban industrial centers. Farms were consolidated and small towns, once thriving farm service centers, began a slow decline. Today the midwest farming communities find themselves in the uncomfortable position between the American tradition of self-help and problems so complex they often require forms of assistance beyond their capacity to supply. The time is ripe for efforts to intensify local self-reliance while simultaneously unblocking and creating new channels to outside resources. It is within this context that the Lorimor Human Development Project has been conceived.

LORIMOR

The first settlers in the Lorimor area were Mormons who came about 1845, stayed for a few years and then moved on. 1887 was the birth year for Lorimor, named for J.S.Lorimor, who owned the land, platted it and sold off the plots which became the town. The railroad came in that same year. The rest of the century saw rapid growth, beginning with a general store, the Baptist and Methodist churches, and a newspaper, and culminating in the early 1900's with 40 thriving businesses and a population in the town of 800. During its boom years from 1900 to 1933, the town flourished as a farming center, with doctors, veterinarians, a paper company, a foundry, a brick factory, a roller skating rink and travelling tent shows featuring vaudeville entertainment. After 1933, Lorimor entered a long period of transition. The population began a slow, steady decline, impelled by the mechanization of farming and the increasing ability to move around. Highway 169 was paved about 1935, and until 1955 the town was the site of the annual Union County Fair, called "The Little World's Fair", which in that year moved to Afton. Consolidation cost Lorimor its High School in 1965, and the outflow of goods, services and people continued. No more Saturday night concerts and amateur contests in the park, no more state caliber basketball team to take the court; by 1970 the town's population had reached its all-time low of 346. Since then, there has been the beginnings of an uptrend, marked by the annual Watermelon Festival, begun by the Lion's Club in 1965, which every September attracts people from miles around; the installation of the city gas system in 1972, city water in 1973, and a sewer system in the near future. Today, the people of Lorimor look forward to the future with new hope.

The project area is located 27 miles west of Interstate 35, in the northeast corner of Union County in New Hope Township. Lorimor lies midway between Creston, the regional center for the area, and Osceola on Interstate 35. The project area includes both town and country. The town area is approximately 3/4 of a square mile and forms the hub for the surrounding farming community extending about five miles in every direction. Population of this area is estimated at 1,240 with the town population 370. The age distribution includes a disproportionate number of elder citizens. 1970 U.S. Census data for Lorimor proper indicated 25% are under age 21, 19% are 21-44, 23% are 45-64, and fully one-third are over age 64. A 1976 Iowa State University study showed that in Lorimor, 48% receive work income, 33% receive Social Security, and the remaining 19% receive pensions of public assistance of a combination of the two. As to family income, of the 150 families interviewed, 57% reported an annual before-tax income of less than \$6,000; 19% reported \$6,000 to \$9,999; 15% reported \$10,000-\$15,999; and 9%, \$16,000 or more. Fully one-third of the families reported annual incomes of less than \$3,000. Farming is the largest occupation. With over 100 farms in the area averaging just under 500 acres each. The number of farms has declined 40% since 1950, but the acreage per farm has increased 50%. The land is rolling with much of it too steep to cultivate or is kept as wilderness for conservation purposes; about half the acreage is cultivated. The soil is generally good. The primary crops are field corn, soybeans, oats and hay. Southwest Iowa is also beef cattle country. New Hope Township alone had over 3,000 beef cows calving in 1976. Of these calves only about 500 were finished locally with the others being sold as feeders. Over 800 sows were farrowed in 1976 and 7,000 fat hogs marketed. Town housing is in generally good to excellent condition with a total of 182 single family dwellings. 90% are owner occupied with 21% occupied by only one person and 45% by only two. There are no medical services in Lorimor, the closest hospital being in Winterset, 15 miles north. A primary state highway runs through town and the Chicago and North-western railroad provide freight services. Lorimor has a public water system and has approval and funding for a sewer system. Des Moines, Creston and Winterset are the major shopping centers although Lorimor does offer such businesses as two cafes, a grocery store, a laundromat, a recreational lounge, several feed and fertilizer companies, a bank and others. Lorimor has an elementary school offering K-6 education. Junior and senior high students attend school 13 miles away. About 50% of these students go on to college, most to schools within 100 miles. Organizational activity revolves around the Lion's Club, the Senior Citizens, the Masons, American Legion, the Royal Neighbors, the volunteer fire department, women's groups, church groups, girl Scouts, and others.

ASELINE

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is a research, training and demonstration group, concerned with the human factor in world development. The ICA, for fifteen years a program division of the Ecumenical Institute, was formally incorporated as a separate yet coordinate group in 1973. The Institute of Cultural Affairs is a not-for-profit tax-exempt corporation chartered in the state of Illinois. The ICA, convinced that effective human development begins at the local level, is engaged in planning and implementing community development projects in various parts of the world. The Institute has headquarters in Bombay, Brussels, Chicago, Hong Kong, Nairobi and Singapore. In addition there are ICA offices in more than one hundred major cities serving twenty-three nations. The Institute's programs around the world are supported by grants, gifts and contributions from governmental departments and agencies at the national, regional and local levels and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since the early seventies, the consulting staff of the Institute of Cultural Affairs has been working in the Midwest with people who are concerned with the revitalization of local communities. ICA offices in Kansas City, St. Louis and Omaha offered training programs and one-day community forums across Kansas, Nebraska, Missouri and Iowa. In 1977 the Des Moines office was opened launching the Town Meeting: Iowa program. Within a year over 100 Town Meetings were held in Iowa, more than 80 being in communities under 1000 population. These meetings sparked interest in a full-scale demonstration of rural socio-economic development. After research into a number of appropriate sites, Lorimor was selected for its size, its manifestation of all the typical problems that plague small towns, its potential for rapid visible results and for its core of leadership willing to invest time towards recreating the future. Conversations with leadership in Lorimor resulted in a letter of invitation to the ICA from the Lorimor Boosters to initiate a human development project in Lorimor. Staff members established residency in the community in May and began working with the community to prepare for this consult.

PARTICIPANTS

The Human Development Project Consultation took place in Lorimor on June 18-24, 1978. There were 190 consultants, 130 of them residents of the project area. Approximately 300 additional residents were indirectly involved through field work contacts. Each day, consult teams spent several hours visiting and talking with residents in their homes, around the community and at their places of work. The 60 non-resident consultants came from 7 states across the country, as well as the nations of Australia, England, Germany and Canada. Delegates from other Human Development Projects included Isle of Dogs, England; Kreutzberg Ost, Germany; 5th City, Chicago; Widen, West Virginia; Charlotteville, New York; Vogar, Canada; and Cusick, Wash-

ington. Visiting consultants represented both the public and private sector and attended the consult at their own expense. Agencies represented included the Small Business Administration, Agency on Aging, HUD, Farmers Home Administration, MATURA, University Extension Service, Department of Environmental Quality, Iowa Development Commission and others. Specific professions included business management, accounting, nursing, social services, construction, marketing and advertizing, veterinary medicine, education, state government and public relations. The Lorimor residents attending also reflected a variety of expertise. These included teachers, nurses, students, farmers, small business owners, banker, homemakers, secretaries, cooks, carpenters and clergy.

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 Lorimor. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of overall 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 collected data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist the residents of Lorimor in accelerating the expansion of the project and empowering its impact upon the community.

IMPACT

The readiness of the community of Lorimor for the Consult was remarkable. A town meeting had been held in November, 1977 attended by the mayor and members of the Boosters, giving initial exposure to a new planning process. At a community meeting six weeks prior to the Consult, task forces were formed to make the necessary practical arrangements. The Facilities Task Force organized a community work day which painted six buildings on the main street. The Community Participation Task Force contacted every member of the community through flyers and phoning, inviting them to spend a week of intensive planning. Two weeks before the Consult there were 35 residents committed to coming the full week. The Practics Task Force worked out menus for the Consult, created a display of local history and planned a children's program for the Consult week. The opening feast included two roast pigs donated and cooked by farmers in the community. Full time resident participation in the planning was exceptional. More than fifty people were present continuously beginning with breakfast and working late into the night, with many more attending part time. By the end of the closing plenary on Saturday, a new park had been created on Main Street, the City Park was rejuvenated with swings, sandbox, teeter totter painted and mowed lawn. A Lorimor Community Development Corporation was initiated, beginning with 25 members. An historical display transformed

a vacant store front, and a newsletter was distributed to the entire community. A local store owner remarked, "I've been living here for half a century, and during the past week I saw people who don't talk to each other working on teams together."

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 the local leaders, the Lorimor residents who participated in the Consult and other interested people of the community to plan the program implementaries. Second, the initiation of special training sessions for local residents who will bear the responsibility for major aspects of the project will be needed, as well as the gathering of an inclusive community consensus concerning all aspects of the project. Third, project initiation will require continuing and expanding relations with the public sector. It will also be necessary to develop support systems in private arenas with the business community and with professional and business contacts beyond the nation. Finally, project initiation requires that a catalytic staff reside in the community to begin training and building incentive.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community contains the elements required for a Human Development Project. In the past twenty 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 readiness and need for creative social change. There are, however, five guidelines which serve as reference points in projecting the formation of a Human Development Project. 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. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. A project site has maximum demonstration potential when it is easily accessible. 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 in any situation. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspective are required

in planning Human Development Projects. 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 project 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.

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 attracting non-resident shoppers, by effectively applying municipal and federal funds, by borrowing money and extending credit lines 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 for as long as possible. This can be done by locally producing a maximum of the consumable goods and services needed by a community, 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 district, municipal, national and international levels.

ECONOMIC

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. Because of the complex interacting relationships of community life, and partial approach to development results in 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 the people of all ages 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 practical work of the project; thus they can be the difference between social despair and creative engagement.

SOCIAL

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 public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding and material contributions provides 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 programs is necessary from the outset. This role cannot be performed by someone else if local 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 which 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. Fifth, although the acceleration and stablization 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 broaden local engagement and build human motivity. These are marks of effective development.

IV

THE APPLICATION

DOCUMENT

The Consultation Summary Statement is the tangible product of the Consult. It is designed to reflect and interpret the research findings. The Prolegomena or introduction to this document, provides an inclusive overview of the Consult. The document then delineates in five major sections the five phases or methodological steps which shaped the design of the five days. The first section describes the Operating Vision out of which the residents of Lorimor live. The second section is concerned with the Underlying Contradictions which locate the major deterrents to human development in the community. The third reports the Practical Proposals which serve as model for future operation in the light of the discerned contradictions. The fourth describes the Tactical Systems which detail the practical action necessary to initiate social change. The fifth sets forth the Actuating Programs which focus the tactics and simultaneously inaugurate all aspects of the social and economic development plan. The Epilogue then addresses the issues of project funding, phasing designs, staff requirements, anticipated benefits and replication possibilities and procedures.

LHDP
ICA Consultants

This summary report is intended to be a highly practical tool. It summarizes the results of the research which involved the people of Lorimor in creatively focusing their efforts and concerns on the task of reshaping their community. As such, the document symbolizes the residents' decision to participate in practical decision-making about the future of their community and thereby serves to call forth the incentive needed for project actuation. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community reformulation. The opening paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the practical results of each phase. Each section contains at least one holding chart which provides a broad overview and illustrates specific aspects of the prose discussion. Finally, the document serves as a handbook for all those who will work in Lorimor to implement the project and as a guide to those who may replicate the Human Development Project elsewhere.

PRACTICALITY

PART ONE

THE OPERATING VISION

I

VISION

The first task of the Consult consisted of objectifying the Operating Vision of the future shared by the people of Lorimor. 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 Lorimor 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 services, social development 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 151 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 Lorimor. 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 the Lorimor community. Section A, Toward Building Local Economy, indicates the community's desire for local employment and basic shopping facilities serving both home and farm. Section B, Toward Enhancing Community Visibility indicates the longing of Lorimor residents to share an enriched and vital community life. Aspects of this include providing essential services and recreating the community's celebrative life and identity. Section C, Toward Structuring Resident Engagement reveals the dream for broad-based involvement of residents in making and carrying out the decisions that affect Lorimor's future. The Vision Chart is further broken down into seven master categories in which there are 20 components. These components are then subdivided into a total of 80 individual items, each representing a facet of the Operating Vision of the people of Lorimor. It is in these that the practical substance of the vision is held. Two of the seven categories, Productive Resources and Commercial Development relate to the economic life. Another three categories, Sustaining Structures, Significant Symbols and Essential Facilities have to do with community visibility. The final two, Resident Participation and Imaginal Education have to do with structuring engagement so people can participate in maintaining and improving the community.

II

LOCAL
ECONOMY

A key to the economic growth and self-sufficiency of Lorimor is the expansion of the employable work force within the community to provide jobs locally and ensure an adequate market for new businesses. The people of Lorimor desire business expansion which would provide a greater variety of consumer goods and shopping facilities. Residents would like to see the development of local industries to provide jobs in the community. They also envision experiments with their agricultural resources such as improving land-use, and sharing equipment. Part of this vision also has to do with improved farm services such as a comprehensive farm hardware store carrying both small tools and major implements.

COMMUNITY
VISIBILITY

The people of Lorimor have a strong sense of their local geography and heritage. The residents expressed a concern for the enhancement of their surroundings and an adequate delivery of public services to all members of the community. In particular they envision the availability of emergency care, law enforcement and dependable utilities. People also have a strong desire to bring into being a community center, a regular newsletter and identifying signs in the community. They see improved housing for the elderly and young people as an essential part of life in Lorimor. Options include rental units, senior citizen housing, new construction and renovation.

LHDP
ICA Consultants

Residents of Lorimor desire a more integrated community life. They see that redevelopment of the community depends on the inclusive involvement of everyone. They see a new spirit of cooperation through regular neighborhood and whole community meetings, through involvement of all age groups in common projects, and through self-conscious training of emerging leadership. In addition they desire a deepening and enriching of community life through expanded educational opportunities such as preschool, children's summer activities, festivals, adult classes and trade skills upgrading.

RESIDENT
ENGAGEMENT

A—toward BUILDING LOCAL ECONOMY foundational security		B—toward ENHANCING COMMUNITY VISIBILITY social identity				C—toward STRUCTURING RESIDENT ENGAGEMENT human involvement							
PRODUCTIVE RESOURCES I	COMMERCIAL DEVELOPMENT II	SUSTAINING STRUCTURES III	SIGNIFICANT SYMBOLS IV	ESSENTIAL FACILITIES V	RESIDENT PARTICIPATION VI	IMAGINAL EDUCATION VII							
developing INDUSTRIAL EMPLOYMENT	Local Processing	expanding RETAIL OPERATIONS	Variety Store	broadening PUBLIC SERVICES	Improved Roadways	displaying IDENTIFYING SIGNS	Entry Signs	Actualizing COMMUNITY INVOLVEMENT	Community Center	Focusing AGE—GROUP ACTION	Age Interaction	Establishing EARLY LEARNING	Daily Preschool
	Ancillary Industry		Specialty Shops		Emergency Responses		House Plaques		Youth Node		Elders Engagement		Elementary Programs
	Market Promotion		Highway Hosting		Dependable Utilities		Roadway Names		School Utilization		Youth Role		Summer Activities
	Home Enterprises	Extended Services	Public Transportation	Local Newspaper	Library Services	New Families	Supplemental Events						
utilizing RURAL RESOURCES	Improved Land Use	supplying FARM HARDWARE	Hardware Store	localizing LAW ENFORCEMENT	Speed Reduction	increasing INFORMATION FLOW	Services Directory	Facilitating LOCAL RECREATION	Park Space	Catalyzing NEIGHBORHOOD NETWORKS	Stake Visitation	Continuing ADULT TRAINING	Adult Classes
	Increase Profits		Building Materials		Noise Control		Newcomer Welcome		Play Areas		Local Meetings		Life Skills
	Shared Equipment	Farm Implements	Authority Presence	Formal Liaison	Beautyfication Projects	Swimming Pool	Cooperative Exchange	Trades Upgrading					
	Cooperative Chores	Repair Parts	Emergency Care	Emergency Care	Ongoing Clean-up	Entertainment Programs	Help Line	Cooperative Teaching					
	Machinery Repair	facilitating HEALTH CARE	Elders Assistance	initiating CELEBRATION EVENTS	Holiday Celebrations	Extending HOUSING ALTERNATIVES	Home Renovation	Enlarging LEADERSHIP OPPORTUNITIES	Community Planning		Community Planning		Trades Upgrading
	Equipment Welding		Systematic Coverage		Family Events		New Construction		School Responsibility		Trades Upgrading		
	Auto Repairs		Professional Access		Church Interchange		Low-Cost Financing		Service Clubs		Trades Upgrading		
	Home Appliances			Social Occasions	Rental Units	External Relations	Cooperative Teaching						

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS The second task of the Consult was to locate the basic social contradictions in Lorimor. 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 through identification of 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.

PROCESS In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total Operating Vision (Plate 1) and then focused in depth on its particular assigned arena of the Vision. In this way, the values of both comprehensiveness and depth were held in the team's 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 as revealed by the field visits 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 156 pieces of data were then organized into a comprehensive set of twelve Underlying Contradictions facing the people of Lorimor.

RESULTS

As the accompanying chart (Plate 2) indicates, twelve foundational contradictions were discerned. Under there are subsumed all of the specific deterrents and blocks identified by the consultants. They are prioritized by the number of deterrents listed under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the Operating Vision, but is an informative and therefore, an important step in holding the entire matrix of contradictions present in a situation. The bottom of the chart delineates the number of responses in each column and the overarching groups of contradictions. The first contradiction stands along with 27 items which constitutes 17% of the 156 separate items on the whole chart. The next three contradictions combined drew 38% of the total responses. Contradictions five through nine taken together accounted for 31% of the total. The remaining three contradictions drew 14% of the responses. The first contradiction underlies the importance of recreating the story of Lorimor's future and regaining a sense of pride and unity. The next three contradictions taken together point to the necessity of engaging all residents in the social and decision-making processes of the community. The third grouping of five contradictions points out the need to upgrade and intensify commercial and business attractions. The fourth and final grouping points to the need for expanded educational and vocational opportunities for residents of all ages. The entire set of twelve contradictions provides the basis for proposals. The following pages contain a concise, one paragraph statement of each contradiction.

UNDERLYING CONTRADICTIONS CHART

ICA Consultants

I THE DEBILITATING IMAGES OF COMMUNITY FUTURE IN LORIMOR	II THE FRAGMENTED PATTERNS OF SOCIAL ACTIVITY IN LORIMOR	III THE UNEXERCISED RESPONSIBILITY OF EXTERNAL RELATIONS IN LORIMOR	IV THE INEFFECTIVE STRUCTURES OF LOCAL CONSENSUS IN LORIMOR	V THE OVERLOOKED POTENTIAL OF BUSINESS MARKETING IN LORIMOR	VI THE PARALYZING RISK OF FINANCIAL INVESTMENT IN LORIMOR	VII THE INCOMPLETE PROVISION OF BASIC SERVICES IN LORIMOR	VIII THE UNSUPPORTED DEVELOPMENT OF COMMERCIAL SERVICES IN LORIMOR	IX THE INSUFFICIENT PROVISION OF RESIDENTIAL HOUSING IN LORIMOR	X THE UNEXPLORED OPPORTUNITIES OF COMMUNITY EDUCATION IN LORIMOR	XI THE UNDESIGNED STRUCTURES OF SIGNIFICANT ENGAGEMENT IN LORIMOR	XII THE OBSCURED SIGNIFICANCE OF YOUTH ROLE IN LORIMOR
Unexamined Buying Habits	Uncoordinated Cmnty Calendar	Overwhelming Licensing Process	Debilitating Ideological Differences	Underdeveloped Business Plan	Unexplored Lending Channels	Insufficient Street Lighting	Undeveloped Business Support	Insufficient Local Housing	Uncoordinated Recruit'mt System	Unappreciated Handcraft Skill	Boring Youth Activities
Declining Community Confidence	Limited Community Events	Limited Agency Outreach	Undetermined Public Spaces	Unpromoted Community Business	Uninvestigated Resource Use	Postponed Street Repair	Strong External Draw	Costly Renovation Investment	Unpromoted Course Offerings	Limited Skills Exchange	Unchecked Destructive Behavior
Unexamined Risk Potential	Incongruous Church Images	Reduced Information Distribut'n	Unformed Decision Making	Unidentified Business District	Overwhelming Estate Planning	Discontinued County Mowing	Missing County Support	Risky Rental Agreements	Overwhelming Outside Chances	Dispersed Fire Volunteers	Subjective Law Enforcement
Embarrassed Civic Pride	Rigid Group Loyalty	Inconsistent Services Information	Inadequate Consensus Process	Unpursued Industrial Location	Narrow Economic Foresight	Delayed Weed Spraying	Untapped Regional Markets	Limited Low-Cost Housing	Defeating Size Requirements	Unknown Local Skills	Misdirected Youth Engagement
Abortive Community Efforts	Segregated Interest Groups	Unexplored Program Data	Narrowing Tax Base	Unsold New Tradesmen	Unanticipated Price Fluctuations	Prohibitive Service Costs	Limited Service Selection	Unclear Housing Requirements	Unidentified Local Interests	Untapped Business Initiative	Unclear Youth Needs
Paralyzing negative Responses	Exclusive Facility Use	Unpublished Government Services	Confusing Unmarked Streets	Ignored Business Opportunities	Unfinanceable New Farms	Undeveloped Industrial Services	Unattractive Commercial Base	Unresolved Location Sites	Unarticulated Training Needs	Unexplored Business Training	
Potential Business Discouragement	Isolated Senior Citizens	Incomplete Service Information	Divisive Tradition Patterns	Outmoded Advertising Techniques	Risky Investment Image	Unanswered Physician Need	Unstructured Physical Need	Unused Living Space	Undefined Preschool Advantages	Traditional Farming Methods	
Overwhelming Beautification Need	Obscured Organizational Efforts	Unexplored Funding Sources	Limited Cooperative Events	Unexplored Promotion Avenues	Conservative Business Financing	Blocked Elderly Housing	Distracted Local Management	Insufficient Renovation Incentives	Burdensome Initiating Process		
Futureless Town Mindset	Unarticulated Events Schedule	Untapped Free Resources	Unstructured Welcoming Procedure	Limited Economic Communication	Prohibitive Upgrading Costs	Damaging Unremoved Litter	Unexplored Supplier Options	Property Tax Disincentives			
Assumed Business Failure	Overlapping Meeting Schedule	Inaccessible Funding Options	Frustrating Participation Experiences	Unidentified Potential Market	Unviable Service Requests						
Uninformed Cost Speculation	Unsupported Team Events	Complex Funding Mechanisms	Dominating Old Images	Fragmented Trade Boundary							
Dumping Ground Image	Unfounded Conflicting Stories	Prolonged Initiating Procedures	Out-Dated Living Patterns	Overextended Business Services							
Unkept Community Appearance	Diverse Leadership Viewpoints	Insufficient Program Brokers	Untried Communication Vehicles								
Ignored Community Deterioration	Distracted Leadership Initiative	Unfamiliar Beurocratic Requirement	Unexplored Equipment Sources								
Neglected Personal Property	Overburdened Leadership Core	Cross Jurisdictional Interests	Fragmented Community Goals								
Uninvolved Absentee Landlords	Unappreciated Community Projects	Frozen Railroad Relations	Parochial Future Vision								
Vacated Business Buildings	Discouraged Creative Potential	Divisive School Districting	Unrealized Growth Needs								
Deteriorating Downtown District	Divided Economic Community	Inconvenient School Access	Limited Long-Range Planning								
Unightly Store Windows	Consuming Personal Priorities	Limited Meeting Facilities									
Unightly Equipment Storage	Exhausting Commuter Travel	Unimagined Fund-raising Opportun.									
Narrow Leadership Base	Uninviting Youth Activities										
Unexplored Cooperative Potential											
Ignored Cultural Heritage											
Limited Cultural Attractions											
Subjective Zoning Demands											
Destructive Economic Isolation											
Dominating Personal Interests											
27	21	20	18	12	10	9	9	9	8	7	6
I		II				III				IV	

o - what do you notice
R - where were you surprised
I - what want to take out as dead with
- what want to add as new
- List 5 present manifestations
- Put up under I - II
- Which ones most bothering us.
- How name now I - II
Valance / what are top 3 important
next 3 important

CONTRADICTION I

The Debilitating Images of Community Future

The first contradiction is in the arena of the community's future. Experiments in revitalizing basic community are going on around the world. In both urban and rural settings people are looking for demonstrably workable models in human community. Lorimor, with its large core of long-time residents, retains many images of vital rural life, but these are being threatened by growing images of a dying small town. The loss of the high school has shaken Lorimor's image of itself as a viable community. Confidence in the community's future has been eroded by the loss of many businesses from Main Street. The recent closing of the hardware and variety stores has underscored a declining economy. Vacated downtown buildings now used for storage stand as eyesores, and their emptiness substantiates the sense of a limited future in Lorimor. The accumulation of machinery and debris in the downtown area has further blocked the vision of a growing future. Residents experience embarrassment as vacant lots become overgrown and roads, houses and sidewalks deteriorate. They wonder whether a business would risk new investment here. A "what's the use" attitude blocks action in all of these arenas. When a new story of Lorimor's future is created and manifested in care for community space, the present images will shift and Lorimor will see itself having a future again.

CONTRADICTION II

The Fragmented Patterns of Social Activity

The second contradiction has to do with social activity. Across the nation there are strong movements toward grassroots community reconstruction, and questions of coordination and effective action have become paramount. Lorimor has a long history of such efforts; many small loyal groups, such as the Lions, Masons and Royal Neighbors have survived through an era of declining population. All, however, share the experience of shrinking membership, inability to gain community support for perceived needs and the ineffectiveness of isolated action. The Watermelon Festival, started by one club as a community promotion event, has met with great success, attracting people from many miles. Many, however, feel it is somebody else's event and do not share in its success. Though there are a large number of small groups meeting regularly, there is no formal system for cross-group communication or for getting information to the community-at-large, making it difficult to coordinate events or concerns. The result is conflicting meetings,

multi-memberships and competing events, further fracturing community life. Local organizations, in a struggle to stay alive, have reduced their social outreach to traditional activities such as bazaars and bake sales, and residents experience that most of these are for members only. New families see no way to be involved in community life, so personal commitment to family, work and recreation become their primary focus. The result is a steadily shrinking base of involvement in the care for the community, and the remaining leadership core experience themselves as overloaded. Thus, Lorimor residents find themselves at cross purposes, blocked from taking effective action to deal with many community-wide concerns. When new patterns of community cooperation are created, the needless dissipation of Lorimor's tremendous energy will cease.

CONTRADICTION III

The Unexercised Responsibility for External Relations

The third contradiction has to do with external relations. Since World War II a consolidation of services at the regional level has taken place to provide more effective delivery to all communities. This has required that communities open channels of access for receiving available resources and services. The acquisition of funding for seniors' housing, libraries and community facilities in nearby towns has shown the willingness of agencies to support local initiative. Lorimor has experienced recent success in acquiring funding for a new sewer system. Yet Lorimor citizens feel blocked by lack of community support and know-how in further developing these external relationships. When the school system consolidated people felt deeply the loss of access to their own school building. Using the building now requires a trip to the school board meeting in Afton to get permission and pay a fee. Frustration with this procedure has hindered effective resolution of the issue. With so many basic services now available only at the county or regional level, there is a need for skills in grant writing, data gathering, and consistent follow up of initiated requests. Yet out of a long history of self-reliance, people feel that receiving outside assistance is akin to taking charity. This is blocking investigation of potential help and the acquisition of the necessary skills needed to create successful local programs. When the community establishes effective channels to the outside agencies whose decisions so drastically affect life in Lorimor, many of the services and programs hoped for in the future will become available to its citizens.

CONTRADICTION IV

The Ineffective Structures of Local Consensus

The fourth contradiction has to do with local consensus. In a time when local people everywhere are demanding a voice in the decisions which affect their future, the structures for building consensus are vitally important. Citizens of Lorimor do not feel that current structures are adequate. Communication among the town leadership and citizens is difficult, as there is at present no way to regularly include participation in the planning. This has caused misunderstandings and anxiety about decisions being made and resulted in conflicting stories circulating the community, frustrating residents and blocking constructive input. School districts focus attention away from Lorimor. Different mail routes complicate efforts to build a cohesive image of the extended Lorimor community. County boundaries add another dimension of separation as the Lorimor community occupies three counties, further distracting attention from common issues. When new structures of decision-making are created which allow the entire community's consensus to emerge, citizens will be released to act out their commitment to Lorimor's future.

CONTRADICTION V

The Overlooked Potential of Business Marketing

The fifth contradiction has to do with business marketing. Targeted marketing is an understood strategy for soliciting business, and people are exposed to high pressure advertising every day through the media. Until recently, rural communities have depended upon word-of-mouth advertising, captive audiences and community loyalty to maintain their market. Few new techniques have been tried and customers are being pulled away to stores in larger communities where attractive sales and broader selections are available. Lorimor at one time supported over 40 businesses and an active commercial club. There are currently only twenty businesses, many of which are well supported, but the impression of a dwindling downtown with vacant buildings blocks commercial growth. Most of the business owners have to find supplemental income sources and many of them are nearing retirement age, which reduces the hours and services they are able to offer. They have not found opportunity to explore new marketing techniques. Thus, the potential market in the Lorimor area and the traffic driving by on highway 169 remains untapped. When those involved in the business community

of Lorimor begin moving aggressively toward extending their businesses and creating more revenue, potential business markets will be tapped and a more viable business district will be ensured.

CONTRADICTION VI

The Paralyzing Risk of Financial Investment

The sixth contradiction lies in the arena of financial investment. In our time business and community groupings are experimenting widely with creative methods of ensuring their access to necessary capital. Credit unions, savings and loan associations and local development companies are some of the means used. In Lorimor it is evident that long-range planning is experienced as frustrating and difficult. There are complaints about the absence of estate planning which effectively transfers agricultural and business assets to succeeding generations and thus ensures the continuity of the local economy. The success or failure of business ventures is seen as the responsibility of the owners, without financial or technical assistance from the community, in spite of the fact that such ventures affect the community dramatically. In agriculture, unpredictable market prices and weather dependence make long-term loans difficult to obtain, discouraging many farmers from projecting their long-range capital needs. Though long-term financing is available for agriculture, business and housing from a variety of public sources, they have not been broadly explored or utilized. Despite the fact that traditional lending institutions are reluctant to invest in Lorimor, despite the need for long-term capital, despite the cruciality of keeping present Lorimor businesses healthy and attracting new ones, there is no community vehicle for evaluating the viability of future investments, for planning comprehensive expansion of the economy or for assisting in long-range planning. When there is a new mode of operation that recognizes the community interest in the success or failure of all financial ventures, the long-range planning and needed capital for development and expansion will be generated.

CONTRADICTION VII

The Incomplete Provision of Basic Services

The seventh contradiction has to do with basic services. Most small rural communities have their basic services provided at the county or regional level, and in Lorimor, the cost of the expensive equipment and personnel for such services as emergency transportation, law enforcement and road repair is shared. The residents, however, find that some of these outside services are inconsistent

or tend to withdraw as funds diminish. This is complicated by the fact that the Lorimor area lies in three counties and there is little coordination among services. Water, gas and street repair services provided by the town are expensive due to high per capita overhead, and upgrading or adding services is blocked by local resistance to the attendant tax increases. Street maintenance is seen as a waste of time and money in light of the anticipated new sewer system, and potholes and ruts grow deeper and dust daily becomes a greater irritant. While a clinic and small industry are desired, gas, water and power have not been increased to entice such ventures into the community. In rural areas weed control is inconsistent: some areas are not sprayed until weeds have gone to seed; some areas are not sprayed at all, yet other forms of weed control have not been provided. While there is little serious crime in Lorimor, residents experience frustration in dealing with vandalism, public drunkenness and street safety. These activities are a persistent irritant, but local people do not wish to get involved for fear of reprisal. When Lorimor as a whole determines its needs and acts in concert, the deterioration of basic services will cease and the community's energies will be released for its development.

CONTRADICTION VIII

The Unsupported Development of Commercial Services

The eighth contradiction is in the arena of commercial services. Trends in rural towns illustrate that community support of local businesses is key to retaining the business district as an economically viable service center. Community spending power is being recognized as a valuable local resource. People in Lorimor have seen the rapid growth of surrounding commercial centers, and with it, the rapid decline of commercial services in Lorimor. Many community residents are already related to neighboring towns through school, work or entertainment, and often do their shopping while there for other reasons. Commercial establishments in Lorimor attempt to provide basic necessities, but space and small purchases limit variety in all arenas. Since all family needs cannot be met, many families do all their shopping in one weekly trip, including those items which are available locally. Dissatisfaction is expressed by many residents at variety, quality or lack of competitive prices for some items, in the face of the fact that their own out-of-town shopping is at the root of the problem. The declining customer base makes competitive options less and less available to Lorimor businesses. When Lorimor citizens begin to patronize their local businesses extensively, the expansion they desire will become commercially feasible.

CONTRADICTION IX

The Insufficient Provision of Residential Housing

The ninth contradiction has to do with residential housing. The trend of outward migration from the rural to the urban has reversed, bringing with it the demand for additional small town housing. A 1976 survey indicated that most of Lorimor's housing is in good condition, yet many deteriorating homes have not been renovated, with owners citing the high cost of adequate remodeling and the risk of careless renters as deterrents. Retiring farmers have sold to neighbors and their former homes have been converted to storage or left to deteriorate. They are costly to renovate and tax advantages often encourage nothing being done. Two attempts to build new housing in Lorimor have been unsuccessful. A six-unit condominium was proposed by a local contractor, but citizens reported that land acquisition was a block. A low-cost senior citizen housing project is blocked at this time primarily due to failure to get site approval from the lender. Twenty percent of the large old family homes are occupied by widows who are finding them difficult to maintain, yet senior citizens have been reluctant to risk the new life style that goes with more efficient, low-cost homes, fearing loss of familiar places and isolation from community life. When sufficient housing is made available, Lorimor's hopes for attracting and keeping new families and minimizing the living problems of its elders will be realized.

CONTRADICTION X

The Unexplored Opportunities for Community Education

The tenth contradiction has to do with community education. A large number of educational opportunities have been made available to Lorimor, and its formal education needs are well taken care of. To date, however, no coordinated community adult education program has been established, and residents are generally unfamiliar with the channels and resources available. Southwestern Community College in Creston sends out a list of over 250 courses that could be taught if there were enough interest, yet attempts to bring courses to Lorimor have met with difficulties due to necessary enrollment minimums and uncoordinated course promotion. And even when a group of 46 residents requested a course in practical nursing, it had to be held elsewhere when the providing institution decided Lorimor did not possess adequate facilities. There has been no coordinated community-wide assessment of educational needs or interests for either adult, youth or preschool, although recently

a surprising number of residents indicated they would be interested in such programs if provided. The task of obtaining continuing education, determining adult curriculum and providing yearly education needs has basically fallen to the family unit. Since there has been no attempt to coordinate or evaluate an imaginative pre-school program, its value is unperceived by many. Complex state and federal regulations have deterred a full investigation. When continuing education is seen as an integral and important part of every citizen's relationship to the community at any age, the integrating and social power inherent in education will act as the social force for community development that it is capable of.

CONTRADICTION XI

The Undesigned Structures of Significant Engagement

The eleventh contradiction has to do with significant engagement. In many places today creative efforts are being made to retrieve almost-lost skills, and cooperative skill pools are being used to expand local service capabilities. In Lorimor, a broad collection of useful and creative human capacity is sitting on the shelf, untapped by any demand from the community. There are deteriorating facilities and homes that could easily be maintained by local people, but residents have no way of connecting skills with needs other than the individual approach. Many older skilled tradesmen and businessmen have no apprentice positions to pass on wisdom to the next generation. The youth and young adults are often underemployed and do not see possibilities for contributing to Lorimor's future. Older residents' handicraft skills are basically overlooked as a contribution to the cultural life of the community, as there are few situations where they can be displayed or utilized. The skills of many are hobby-oriented and are self-fulfilling, but unavailable to the community. Though skills such as mechanical repair, welding and the knowledge of improved agricultural methods are available in the community, there is no vehicle for getting them to where they are needed. When systems are devised through which the community can exchange and pass on skills and cultural creativity and contribute to the well-being of Lorimor, a wealth of human resources will have been recovered.

CONTRADICTION XII

The Obscured Significance of Youth Role

The twelfth contradiction is in the arena of youth role. Communities everywhere are concerned that the whole spectrum of the population be involved in creating plans for the future and many experiments giving youth significant community roles have been undertaken. Structures for engaging the older youth in the life of the Lorimor community are missing. Young men are often engaged in activities such as using Main Street for a drag strip to fill the evening hours. Isolation from community responsibility has led to acts of vandalism. Law enforcement, to provide a means of accountability for such acts, has been difficult because there is no local officer and many people fear that interference would aggravate the problem or involve them personally. When no feasible alternatives are apparent, anti-social behavior continues to be ignored. Mechanized farming methods and farms that are not large enough to support more than one family have left many a young man without a role on the family farm. Alternative vocations have been difficult to find because employment opportunities are often short-ranged and lack the career potential that would generate a commitment toward the future. Finally, there has been reluctance toward creating programs for youth because citizens realize that incomplete and poorly handled activities would only complicate the problem. This blocks the community's motivation toward creative action, as illustrated by the delay in plans for a combination youth and community center. When the youth of Lorimor are once again engaged in a commitment to the future of their community, their creative resources and energy will be constructively released to the benefit of all.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS The third task of the Consult consisted of building the Practical Proposals. The term "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 image out of which the community operates, the Practical Proposals represent a clear image of the direction the community needs to move in relation to the contradictions. In this sense, proposals represent judgments 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 Lorimor 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 Lorimor 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 engagement and call for intensifying its service capacity and creating the educational forms to release engagement. The next three master proposals deal with the community's sense of identity and call for visibility in the physical environment and structures to intensify its leadership and common life. The remaining two proposals point

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toward the economic growth of the community and call for expanding the community income and establishing supportive economic structures. Separate charts with descriptive phrases containing 100 sub-proposals add detail and clarity to the major categories of the Practical Proposals chart. These proposals do not indicate what to do. They point to the areas within which decisions must be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

PRACTICAL PROPOSALS CHART

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Plate 3

I SOCIAL ENGAGEMENT PROPOSALS		II COMMUNITY IDENTITY PROPOSALS			III ECONOMIC GROWTH PROPOSALS	
A SERVICE NETWORK PROPOSAL	B PRACTICAL EDUCATION PROPOSAL	C COMMUNITY LIFE PROPOSAL	D COMMUNITY VISIBILITY PROPOSAL	E COMMUNITY LEADERSHIP PROPOSAL	F SUPPORT STRUCTURES PROPOSAL	G INCOME DEVELOPMENT PROPOSAL
YOUTH CORPS PROJECT 1	EARLY LEARNING PROJECT 3	PROGRAM CENTER PROJECT 7	MAIN STREET BEAUTIFICATION PROJECT 11	CONSENSUS MEETINGS PROJECT 16	MANAGEMENT COUNCIL PROJECT 20	AGRICULTURAL EXPANSION PROJECT 24
	YOUTH PROGRAMS PROJECT 4	COMMUNITY EVENTS PROJECT 8	PHYSICAL SIGNS PROJECT 12	NEIGHBORHOOD GROUPINGS PROJECT 17	BUSINESS PROMOTION PROJECT 21	
			ENVIRONMENTAL CARE PROJECT 13			
GROUP ACTION PROJECT 2	CULTURAL SKILLS PROJECT 5	COMMUNICATIONS NETWORK PROJECT 9	HOUSING EXPANSION PROJECT 14	LEADERSHIP STRUCTURES PROJECT 18	DEVELOPMENT CORPORATION PROJECT 22	NFW INDUSTRY PROJECT 25
	ADULT TRAINING PROJECT 6	PUBLIC SERVICES PROJECT 10	ROADWAY IMPROVEMENTS PROJECT 15	EXTERNAL RELATIONS PROJECT 19	RETAIL EXPANSION PROJECT 23	

I

SOCIAL ENGAGEMENT PROPOSALS

One of the requirements for a vital community is that citizens be engaged in genuine responsibility for its welfare. In Lorimor, the proposals in the Social Engagement arena will do this in two ways. The Services Network Proposal will involve the various ages and groups in the community in significant service events. The Practical Education Proposal will broaden the traditional images of education and practically prepare the children, youth and adults for new roles needed by the community. These proposals strike at the undefined images and unclear designs for engaging local residents in creating the future.

A
SERVICE
NETWORKS

The Service Networks Proposal includes two major projects for releasing community energy into needed service arenas. The Youth Corps Project will create avenues for responding to the needs of individual residents, the public needs of the community and broader possibilities for creative service. The Group Action Project will engage the diverse groups of the community in common fund-raising, work and play events and knowledge exchange opportunities.

B
PRACTICAL
EDUCATION

The Practical Education Proposal includes four major projects for equipping citizens in useful living skills. The Early Learning Project will stimulate young children's social and intellectual skills and broaden their grasp of the world around them. The Youth Programs project will provide work and play events that expand their relationship to the community and beyond. The Cultural Skills Project will enable an exchange of available specialized information among residents. The Adult Training Project will train adults in job and home skills and provide continuing education.

II

COMMUNITY IDENTITY PROPOSALS

Every local community is given identity by the space it occupies and the way in which leaders and local residents work and celebrate together. In Lorimor, the proposals in the Community Identity arena will do this in three ways. The Community Life Proposal will provide the facilities, events and services which undergird the community journey. The Community Visibility Proposal will redo the physical environment in which people live. The Community Leadership Proposal will unify the focus of leadership action and intentionalize the structures in which they operate. These proposals are aimed at eliciting a broad community consensus to focus its life together and restore the physical appearance of its facilities.

C
COMMUNITY
LIFE

The Community Life Proposal includes four major projects to enable the community in using space and time to integrate its corporate life. The Program Center Project will provide a space in which to meet and service the multiple needs of different ages and community groups. The Community Events Project will see that festivals, sports and celebrations communicate the story that Lorimor is a great place to live. The Communications Network Project will facilitate the flow of information to every resident, updating recent news and sharing present community concerns. The Public Services Project will ensure the safety and care of the community so that its human creativity can be most effectively used.

D
COMMUNITY
VISIBILITY

The Community Visibility Proposal includes five major projects to transform the living environment of town and country. The Main Street Beautification Project will create a town center with buildings restored, common signs and impressive lighting. The Physical Signs Project will use community entries and other key points to establish its borders and proclaim its decision to be a community. The Environmental Care Project will structure on going clean-up for streets, lots and parks. The Housing Expansion Project will do community housing through low-cost units, a demonstration of home renovation, rehabilitation incentives and new housing packages. The Roadway Improvements Projects will renovate sidewalks, repair both town and country roads and do street maintenance.

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The Community Leadership Proposal includes four major projects that establish broad-based decision making and release leadership to move in new directions. The Community Meetings Project engages the whole community in both large and small groups to plan future directions and present practical action. The Neighborhood Groupings Project builds systematic care in local neighborhoods and gives creative direction to its celebrative and work life. The Leadership Structures Project enables citizens to be trained in social methods and do their own project coordination. The External Relations Project channels the community relationships to outside groups and agencies through providing information, inviting site visits, making requests and maintaining appropriate liaisons.

E
COMMUNITY
LEADERSHIP

III

ECONOMIC GROWTH PROPOSALS

Human community depends on an adequate economic base to sustain its life. In Lorimor, the proposals in the Economic Growth arena will ensure this in two ways. The Support Structures Proposal will weave the fabric for a creative expansion of commercial and industrial services. The Income Development Proposal will use existing and new sources for increasing the amount of money available to the community. These proposals are aimed at shifting the presently unsupported commercial development and the individual risk of new investments.

The Support Structure Proposal includes four major projects to undergird the economic structures of the community. The Management Council Project will provide training, management and people to guide the economic destiny of the community. The Business Promotion Project will extend possibilities to increased markets through brochures, campaigns and a center for information distribution. The Development Corporation Project will be the vehicle for receiving monies and local ownership. The Retail Expansion Project will see that a variety of commercial services are established.

F
SUPPORT
STRUCTURES

The Income Development Proposal includes two major projects. The Agricultural Expansion Project will demonstrate economic profitability in a variety of new arenas. The New Industry Project will expand significant employment, arrange a skills exchange and see that light manufacturing is secured.

G
INCOME
DEVELOPMENT

I. SOCIAL ENGAGEMENT

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A. Service Networks Proposal

Plate 3A

1. YOUTH CORPS PROJECT	1 Public Works	contributing community work services
	2 Resident Assistance	performing citizen work needs
	3 Service Trips	instigating outside work projects
	4 Children's Activities	structuring organized child play
2. GROUP ACTION PROJECTS	5 Inter-age Action	exploring diverse age-group activities
	6 Church Gatherings	occasioning inter-Church community events
	7 Community Fund	illustrating corporate finance methods
	8 Joint Events	organizing common group ventures

B. Practical Education Proposal

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Plate 3B

3. EARLY LEARNING PROJECT	9 Preschool Center	establishing basic child care
	10 Local Teachers	equipping trained community staff
	11 Supportive Events	enlisting early education backing
	12 Tailored Curriculum	designing local education forms
4. YOUTH PROGRAMS PROJECT	13 Cultural Exposure	fostering broad life experiences
	14 Job Experience	locating on-the-job training
	15 Community Meetings	ensuring community participation roles
	16 Leadership Training	developing practical meeting skills
5. CULTURAL SKILLS PROJECT	17 History Writing	expanding heritage recovery story.
	18 Arts Fair	displaying diverse creative forms
	19 Craft Clubs	sharing unique community craftsmanship
	20 Sales Nook	marketing available craft goods
6. ADULT TRAINING PROJECT	21 Vocational Skills	extending specialized trade competences
	22 Home Management	enhancing home living environment
	23 Instruction Center	locating community education space
	24 Interest Assessment	canvassing resident learning preferences

C. Community Life Proposals

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Plate 3C

7. PROGRAM CENTER PROJECT	25 Flexible Hours	enabling program assigned time
	26 Meeting Spaces	furnishing diverse gathering places
	27 Library Resource	initiating media information sources
	28 Multi-purpose Facility	supplying varied activity needs
8. COMMUNITY EVENTS PROJECT	29 Periodic Celebrations	occasioning meaningful community events
	30 Team Sports	inaugurating competitive group recreation
	31 Major Festivals	orchestrating distinctive yearly programs
	32 Social Happenings	releasing significant informal gatherings
9. COMMUNICATIONS NETWORK PROJECT	33 Resource Information	cataloguing agency program assistance
	34 Regular Newsletter	distributing regular civic information
	35 Service Directory	publishing available skills inventory
	36 Bulletin Board	posting short-term interest items
10. PUBLIC SERVICES PROJECT	37 Tri-County Coordination	creating county liaison relations
	38 Preventive Care	intentionalizing basic health system
	39 Emergency Training	localizing rapid care response
	40 Law Enforcement	promoting effective authority presence

II. COMMUNITY IDENTITY

D. Community Visibility Proposal

11. MAINSTREET BEAUTIFICATION PROJECT	41 Building Restoration	renovating Mainstreet commercial buildings
	42 Mainstreet Amenities	creating attractive business district
	43 Styled Lighting	providing improved street lighting
	44 Entry-way Focus	devising entry space attraction
12. PHYSICAL SIGNS PROJECT	45 Identified Bounds	erecting community-wide signs
	46 Visible Symbols	situating diverse community symbols
	47 Street Names	naming town/country roads
	48 Community Landmarks	displaying significant history markers
13. ENVIRONMENTAL CARE PROJECT	49 Park Maintenance	establishing regular park maintenance
	50 Brush Control	removing ditch weed debris
	51 Downtown Cleanup	holding town clean-up days
	52 Consistent Servicing	securing railroad property care
14. HOUSING EXPANSION PROJECT	53 Low-cost Units	providing low income housing
	54 Modernized Housing	demonstrating upgraded home construction
	55 Renovation Incentive	encouraging improved private properties
	56 New Housing	constructing resident housing facilities
15. ROADWAY IMPROVEMENTS PROJECT	57 Sidewalk Repair	initiating total sidewalk recovery
	58 Road Maintenance	regularizing community roadway upkeep
	59 Sewer Installation	orchestrating fall sewer installation
	60 Drainage Ditches	ensuring ditch maintenance care

II. COMMUNITY IDENTITY

E. Community Leadership Proposal

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Plate 3E

16.
CONSENSUS
MEETINGS
PROJECT

61 Regular Planning	ensuring systematic planning sessions
62 Community Assemblies	forging broadbase decision-making
63 Neighborhood Meets	enlisting geographic sector consensus
64 Issues Workshop	ensuring methodological citizen input

17.
NEIGHBORHOOD
GROUPINGS
PROJECT

65 Newcomer Welcome	shaping new neighbor reception
66 Rotating Leadership	utilizing diverse concerned neighbors
67 Task-Force Work	assigning neighborhood work tasks
68 Systematic Care	effecting available services directory

18.
LEADERSHIP
STRUCTURES
PROJECT

69 Reporting Sessions	debriefing weekly work progress
70 Daily Coordination	orchestrating day's work assignments
71 Recruit Participants	releasing total community power
72 Leaders Seminar	holding social methods training

19.
EXTERNAL
RELATIONS
PROJECT

73 Liaison Role	enabling effective agency channels
74 Site Visits	hosting various Project guests
75 Proper Requests	soliciting relevant needed gifts
76 Information Flow	providing updated Project status

F. Support Structures Proposal

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Plate 3F

20. MANAGEMENT COUNCIL PROJECT	77 Business Meetings	conducting regular advisory workshops
	78 Coordinated Assessment	anticipating possible development needs
	79 Management Training	releasing skilled business managers
	80 Identified Markets	securing increased consumer sales
21. BUSINESS PROMOTION PROJECT	81 Information Brochures	distributing graphic promotion
	82 Resource Center	providing relevant business data
	83 Campaign Events	mobilizing extensive promotion forms
	84 Media Advertising	increasing extended market penetration
22. DEVELOPMENT CORPORATION PROJECT	85 Grant Vehicle	receiving Project working funds
	86 Shareholder Capital	actualizing corporate economic support
	87 Local Ownership	structuring local economic control
	88 Capital Funds	supplying long-range operation resources
23. RETAIL EXPANSION PROJECT	89 Variety-Drug Store	supplementing basic consumer goods
	90 Farm Hardware	supplying agriculture production tools
	91 Mechanical Services	maintaining town/country equipment
	92 Personal Services	providing specific individual needs

24.
AGRICULTURE
EXPANSION
PROJECT

93 Experimental Farming demonstrating farm income possibilities

94 Animal Finishing increasing quality meat production

95 Pasture Improvement stimulating productive field management

96 Market Power exploring regional sales potential

25.
NEW
INDUSTRY
PROJECT

97 Small Industry seeking industrial income possibilities

98 Construction Force building needed housing facilities

99 Expanded Employment tapping employable useful skills

100 Light Manufacturing introducing small assembly processes

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, twenty-four basic tactics and 206 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 over-

arching tasks to be accomplished. These inclusive groupings are described in the subsequent paragraphs. The master chart and detailed descriptions of each tactic follow.

ARENA A

Tactical Arena A, Expanding Foundational Economic Base, consists of two paratactics and six basic tactics. It is the intent of this tactical arena to ensure that a stable local economy is brought into being by promoting development of business enterprises and solid financial bases for these enterprises. Improvement and expansion of existing agriculture methods and the addition of profitable operations will increase the farm income. Utilization of local materials and manufacture of farm materials will provide new industry. Construction and renovation requirements together with satisfying local service needs will expand local employment opportunities. New services will expand the commercial base. Business and farming community involvement in the Development Corporation will create a sound economic foundation. Detailed research and close liaison with public and private funding sources will guarantee the financing required for sound growth.

ARENA B

Tactical Arena B, Developing Essential Human Resources, consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to practically undergird and sustain Lorimor by extending the educational dimension of the community and providing the available resources support to effectively release the creative energy of every citizen. Preschool and other childhood learning activities will supplement regular school programs and provide basic childcare. Adult basic skills will be developed and enriched through foundational courses. Planned occasions and informal courses will extend community education. Information useful to the community will be broadly disseminated to Lorimor residents. Resource consultants will continuously participate with local citizens to aid planning and decision making. Youth programs will be created so as to meaningfully engage this age group. Various community gatherings will be located in appropriate space to make it possible for all residents to participate in community life. Health services will give citizens assured care for their physical well-being.

ARENA C

Tactical Arena C, Revitalizing Functional Civic Pride, consists of two paratactics and six basic tactics. It is the intent of this tactical arena to create cohesiveness in the community by developing powerful symbols and visible activities. New housing will supply growth needs with simple, economic dwellings. Downtown area beautification will create a new image of the community. Upgrading the maintenance of public space will give definitive signs of redevelopment. Overall community space will be enhanced through signs that designate and signify important functions of public space. Existing business expansion will be promoted to increase the viability of the downtown area. Celebrative events will mark key times in the life of the community and create corporate significance in work done together.

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ARENA D

Tactical Arena D, Enlisting Broad Community Participation, consists of one paratactic and four basic tactics. The intent of this tactical arena is to make available the structures which allow every citizen to engage in community life and consensus. Community-wide assemblies will be the vehicle for giving every resident the possibility to be in on all the decisions and the plans for executing them. At the neighborhood level, care for every citizen will be ensured through comprehensive structures. Task forces will be formed as the vehicle for doing the programs and involving every citizen. In order to ensure community development, leadership will be trained in the program methods.

TACTICAL SYSTEM CHART

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Plate 4

tactical arena A

EXPANDING FOUNDATIONAL ECONOMIC BASE

tactical arena B

DEVELOPING ESSENTIAL HUMAN RESOURCES

tactical arena C

REVITALIZING FUNCTIONAL CIVIC PRIDE

tactical arena D

ENLISTING BROAD
COMMUNITY PARTICIPATION
paratactic IV

BASIC
INCOME
paratactic I

COMMUNITY
EDUCATION
paratactic II

PUBLIC
FACILITIES
paratactic III

PUBLIC
STORY
paratactic V

CITIZEN
ENGAGEMENT
paratactic VI

SUPPORT
SERVICES
paratactic VII

tactic 1

expanding
PROFITABLE
AGRICULTURAL
OPERATIONS

tactic 4

implementing
CREATIVE
CHILDCARE
STRUCTURES

tactic 8

preparing
APPROPRIATE
RESIDENTIAL
HOUSING

tactic 11

holding
COMMUNITY
CONSENSUS
ASSEMBLIES

tactic 15

creating
DISTINCTIVE
COMMUNITY
IDENTITY

tactic 18

involving
SKILLED
RESOURCE
CONSULTANTS

tactic 22

broadening
COMMERCIAL
SERVICES
BASE

tactic 2

starting
SMALL
INDUSTRIAL
ENTERPRISES

tactic 5

providing
FORMAL
ADULT
TRAINING

tactic 9

coordinating
BEAUTIFIED
DOWNTOWN
AREA

tactic 12

inaugurating
NEIGHBORHOOD
CARE
STRUCTURES

tactic 16

promoting
LOCAL
BUSINESS
EXPANSION

tactic 19

initiating
IMAGINATIVE
YOUTH
PROGRAMS

tactic 23

developing
CO-OPERATIVE
ECONOMIC
FOUNDATIONS

tactic 3

designing
ADDITIONAL
EMPLOYMENT
POSSIBILITIES

tactic 6

extending
INFORMAL
CULTURAL
OPPORTUNITIES

tactic 10

upgrading
VISIBLE
PUBLIC
SPACE

tactic 13

utilizing
VOLUNTEER
TASK
FORCES

tactic 17

enhancing
COMMUNITY
CELEBRATIVE
LIFE

tactic 20

supplying
ADDITIONAL
COMMUNITY
FACILITIES

tactic 24

guaranteeing
NECESSARY
GROWTH
FUNDING

tactic 7

ensuring
CONTINUOUS
INFORMATION
FLOW

tactic 14

introducing
EFFECTIVE
LEADERSHIP
METHODS

tactic 21

delivering
COMMUNITY
HEALTH
SERVICES

TACTICAL ARENA A: Expanding Foundational Economic Base

Paratactic 1: Basic Income

The expansion of Lorimor's agriculture and industry will contribute to the economic base of the Lorimor community. Improvement of existing methods and addition of profitable operations will increase farm profits. Small industrial enterprises will utilize local resources and service needs of the surrounding area. Systematic canvassing of local job openings and supplying contractors with local skills will increase employment opportunities.

Tactic 1: Expanding Profitable Agricultural Operations

Subtactics In order to maximize the potential of farmland in Lorimor, profitable agricultural operations will be expanded. Diversification ventures will be initiated with individual farmers operating demonstration projects in the arenas of goat dairying, apiary, earthworms, tree farming, truck farming and berry raising, supported by the local farmers organization. Finishing operations will be expanded in cooperation with the local livestock producers who will select demonstration farms to experiment with the financing, management and profitability of hog confinement facilities and cattle feed lots.

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- 9

Pasture renovation demonstrations will be encouraged as a means of increasing the efficiency of feeder calf and lamb production and motivating farmers to initiate improvement of their own land. Shared equipment to aid expanded production will be encouraged between farmers. Herd improvements to upgrade livestock breeding and care will be initiated by taking a livestock survey and by utilizing livestock experts to plan herd improvement. Field visits and demonstration days will be organized to take a local group of farmers to herd and crop operations which show effective methods. Long-range profit planning for farms will be used to gain financial support and cooperative expansion efforts. Agricultural workshops will be held with farmers in their areas of expertise to define their problems and work cooperatively toward solutions. An auction barn will be started to provide a livestock buying and selling vehicle for Lorimor livestock producers.

Tactic 2: Starting Small Industrial Enterprises

- 10
- 11

In order to broaden the economic base of the community and to provide local employment, small industrial enterprises will be started. A scrub wood processing operation will be established to convert useless and

- 12 undesirable timber from farms into sawdust, wood chips and firewood. A small metal products factory will be set up with the capacity for cutting, welding and painting products such as metal gates and bale holders
- 13 for farm use. A wood products plant will be designed to produce finished products such as pallets and fence posts. An assembly operation will be secured. Industrial
- 14 experiments will be encouraged to demonstrate profitability in the areas of food processing, small scale manufacturing and recreation development.

Tactic 3: Designing Additional Employment Possibilities

- 15 In order to provide supplementary income for Lorimor, additional employment possibilities will be designed. An employment bank will be set up to compile existing
- 16 skills of the community and to list residents' job needs. Part-time employment will be made available by matching
- 17 skills with available jobs. A youth corps will be formed to accept work from private citizens and to do projects
- 18 financed through government funds. The nucleus of a local construction force will be recruited to assist
- 19 businessmen, home owners, farmers and contractors in construction and renovation. A hook-up crew will be
- 20 formed to connect homes to the new sewer system. Job experiences will be provided in local businesses and elsewhere for young people thinking about business career options in Lorimor.

TACTICAL ARENA B: Developing Essential Human Resources

Paratactic II: Community Education

Community education will be offered to equip citizens for more effective engagement in the life of the community. Creative childcare structures will be offered to provide young children with expanded learning experiences and allow mothers to take on other responsibilities. Formal adult education will be structured to extend the functional skills of Lorimor residents. Informal cultural opportunities will broaden the continuing education of the community. Continuous information flow will facilitate active participation in the community sponsored events.

Tactic 4: Implementing Creative Childcare Structures

- 21 In order to free mothers to take on additional responsibilities and provide young children with fundamental learning experiences, creative childcare structures will be implemented. Cooperative childcare will be designed to

22 provide voluntary care in private homes for babies
and young children of mothers who need occasional
care for their infants. Preschool registration will
23 enlist children between the ages of two and five in
daily learning activities. The preschool facility
will be selected in accordance with safety codes,
24 handicapped accessibility, appropriate location and
initial operation costs. A preschool curriculum will
be built by a parental advisory committee with the
help of resource persons and will include music, role
playing, story telling, group games, field trips and
25 basic developmental concepts. A preschool faculty will
be made up of a qualified program director and several
assistants coming from the parents and other persons
interested in preschool teaching. Preschool materials
26 including supplies and equipment will be acquired from
community residents and local and regional businesses.
27 After-school programs will be initiated to provide
supervised recreational activities, community service
projects and tutoring for elementary age children. Summer
28 activities such as Little League, organized outings,
arts and crafts and day camps will be provided for ele-
mentary age children several hours each day.

Tactic 5: Providing Formal Adult Training

29 In order to increase the skills available to the residents
of Lorimor, formal adult education will be provided.
Appropriate facilities will be procured for each course
30 offered. Business skills will be taught in courses
provided through Southwestern Community College in Creston
and by having instructors in accounting, employee relations
31 cost projections, business management and marketing teach
in Lorimor. Trade skill courses associated with farming
and construction will be offered in engine repairs,
32 general mechanics, soil conservation, machinery mainten-
ance, plumbing and carpentry. Safety skills will be
augmented through classes in fire rescue, pulmonary resus-
33 citation, first aid, planned parenthood, prenatal care
and parenting. Leadership skills in assuming responsibi-
lity for community programs will be provided through
34 methods workshops. General tutoring will be offered to
those wishing to receive high school equivalency diplomas.
Domestic skills classes will be initiated through the area
35 extension courses and include knitting, homemaking,
crocheting and hobby interests. A course bulletin will
36 be published each quarter outlining the courses offered
for each adult education class.

Tactic 6: Extending Informal Cultural Opportunities

37 In order to strengthen continuing education, informal
38 cultural opportunities will be extended to residents
39 of the community. Exchange programs for the Lorimor
40 youth will be sponsored by the community to send youth
41 to other states and countries as Lorimor representatives.
42 Field trips will be provided, offering group transport-
43 ation to recreational and educational events outside
44 Lorimor. Living history will be taught by the local
45 elders in both the East Union schools and the churches.
A skills exchange will be organized to allow skilled
adults to transfer their expertise in art work, crafts,
hobbies, farming, cooking and other arenas to interested
youth and other adults. A crafts program will be
designed to offer specific courses in painting, pottery,
ceramics, knitting, macrame and other requested craft
arenas. A music program will be launched with instruction
for everyone wishing to learn a musical instrument. A
Lorimor band will be formed. Organized drama will be
introduced through the formation of a drama club to
present community plays several times a year. Touring
art teams will be invited to schedule Lorimor for
professional performances. Regular movies will be
shown on weekends.

Tactic 7: Ensuring Continuous Information Flow

46 In order to facilitate active participation of the
47 community a continuous information flow will be ensured.
48 A regular newspaper will be produced containing calendar
49 events, advertising and community, neighborhood, personal,
50 farming and business news. A news office will be
51 established to coordinate production and distribution
and to serve as an information referral service. County
correspondents will be found to provide channels for
circulation of news in and out of the community. A
master calendar will be built to coordinate all meetings,
activities and celebrations of the community. A
bulletin board will be erected to publicize all events and
important information. A service directory will be
published and circulated regularly to advise community
residents of the services and skills available in
Lorimor.

TACTICAL ARENA C: Revitalizing Functional Civic Pride

Paratactic III: Public Facilities

The improvement in the availability and standard of housing, public facilities and space will revitalize the basic community pride. Housing construction and renovation will provide the housing required for community growth. Beautification of the downtown area will provide motivation for continual engagement. Systematic maintenance of community space will ensure the physical appearance of the community.

Tactic 8: Preparing Appropriate Residential Housing

52 In order to provide adequate living space for Lorimor,
appropriate housing will be prepared. An occupancy
53 survey will be completed by a community task force to
produce up-to-date information on the status of housing.
54 A program folio will be assembled and distributed to
interested citizens to provide information on the
55 qualifications for government aid. Housing restoration
will be undertaken to preserve unique exterior features
56 and to modernize interiors. Improved insulation will
be installed to winterize older buildings. Low-cost
57 housing will be constructed to meet government criteria
for size, style and location. New family dwellings
58 will be built on the basis of planned residential
expansion. A senior citizen housing project of
20 units will be implemented to provide pleasant
and economical living.

Tactic 9: Coordinating Beautified Downtown Area

59 Effective care of the central business district is
needed to build the new image of Lorimor and will be
accomplished by beautifying the entire downtown area.
60 A mall atmosphere will be created by the addition of
flags, benches, planters, trees, shrubs and flowers.
61 A coordinated theme for all the store fronts, business
areas and public buildings will be carried out with
color and decor harmony. Window displays will be set
62 up in the vacant buildings on Main Street utilizing
collections of art, crafts, memorabilia and exhibits
of current community accomplishments. Common signs
63 will be displayed to give an attractive appearance to
Main Street. A demonstration renovation will be under-
taken in one of the old business buildings to show the
64 advantages of remodeling. Tourist attractions and
points of interest will be restored with signs and a

65 short story about the site, including the steam saw
mill. The downtown park will be planted with flowers,
66 shrubs, trees, grass and furnished with rocks, walkways,
benches and lighting. Special lighting will be developed
and installed to brighten Main Street and enhance its
67 beauty. A sheltered bench will be built near the
telephone booth.

Tactic 10: Upgrading Visible Public Space

68 In order to enhance the appearance and function of the
69 area around Lorimor, public spaces will be upgraded.
A lighting system will be designed to install lights
70 in locations where safety at night is endangered. Dump-
sters will be placed at convenient spots for regular
71 garbage pick-ups outside the town limits. Sidewalk
restoration will be initiated to uncover and rebuild
72 sidewalks throughout the town. Roadside maintenance,
including mowing the grass and ditch cleaning will be
73 maintained. Pothole repair will be initiated to immed-
iately fill holes in all streets. Dust treatment of
74 calcium chloride will be utilized to control dust on
75 dirt and gravel roadways. Weed control will be handled
by mowing in vacant lots and around farms. Smooth
76 crossings will be built over the railroad tracks.
Railroad signals will be installed to warn of oncoming
77 trains. Junk removal projects will be formed to relocate
78 all equipment and debris. Sewer installation will be
monitored in accordance with the contract. Sewer equip-
79 ment will be obtained to ensure proper installation and
repacking of the residential access routes. Pedestrian
80 ramps will be installed so that movement around the
town will be made easier. Paved streets will be
81 extended throughout the town as soon as the sewer instal-
lation is complete. A repair schedule will be designed
82 to involve all citizens in regular maintenance of public
83 spaces. Parks maintenance will be scheduled to keep the
84 appearance and safety of these areas under control.

TACTICAL ARENA D: Enlisting Broad Community Participation

Paratactic IV: Community Participation

Community participation will be ensured through a system of support which touches every resident. Community consensus assemblies will maintain the total participation of residents in the decision-making process. Volunteer task forces will sustain the community development programs and build effective citizen involvement. Neighborhood care structures will ensure the involvement of all persons. Methods

that are effective will produce the leadership necessary to involve the community in continued planning toward the future.

Tactic 11: Holding Community Consensus Assemblies

85 In order to enable community decision making,
86 regular community consensus assemblies will be
87 scheduled. Community wide participation will be
88 enabled by adequate notices, extensive advertising
89 and individual enlistment through various networks.
90 Assembly space, such as the school gym, will be
91 properly set-up and decorated. Issues forums will be
92 held regularly using consensus methods to produce
practical proposals. A planning group will be
formed to design the workshops at the regular
assemblies and issues forums. Youth Boosters will
take part in the community assemblies and will join
with the seniors and the rest of the community in the
workshops developing future programs. Fund-raising
projects will be determined by the community and be
handled by teams assigned at the meetings. The
meetings will include a social interlude at the
completion of the session.

Tactic 12: Inaugurating Neighborhood Care Structures

93 In order to ensure involvement in the Lorimor community,
94 neighborhood care structures will be inaugurated.
Regular neighborhood meetings will be held in each of
the five Lorimor stakes, to plan projects and carry out
local decisions. Meeting spaces will be selected through
95 a rotation of homes with a particular place designated
to store materials, display trophies and house stake
scrap book. Newcomers' involvement will begin with a
welcome to the community with calls from neighborhood
family teams, a reception at a stake potluck dinner,
and an introduction at a community meeting where they
will receive a "Welcome to Lorimor" packet. Dates for
stake celebrations will be incorporated into the
96 community calendar and will include birthdays, weddings
and anniversaries, and take the form of barbeques, ice
cream socials, pot-lucks, talent shows and dances. A
care corps will be created in each neighborhood to compre-
97 hensively care for the needs of all age groups through
offering friendly home calls, telephone emergency services,
news dissemination and sitting services for children and
homes. A phone check service will be set-up in each
98 stake to keep a weekly (or more frequent) contact
with each senior citizen in the neighborhood. Stake

99 identity will established with the declaration of
each neighborhood's uniqueness through symbols,
history, vision and song.

Tactic 13: Utilizing Volunteer Task Force

100 In order to sustain community development and build
101 effective citizens' involvement, volunteer task forces
102 will be utilized. An environment patrol will be
103 formed to guard against neglect and damage to property
104 and public space. A large volunteer corps will be
105 formed to be available for community tasks. Clean-up
106 campaigns will be planned and executed seasonally. An
107 emergency squad of trained personnel will be available
108 to answer crisis calls. A team of story tellers will
be recruited to go out and tell the Lorimor story to
others. A baby-sitting service will be formed. Sup-
plemental fire fighters will be enlisted to aid in
fighting fires in busy farming seasons. Community-wide
projects will be accomplished by special task forces.
A coordinated plan will be created to ensure projects
are completed successfully.

Tactic 14: Introducing Effective Leadership Methods

109 In order to produce the leadership necessary for the
community, effective leadership methods will be intro-
110 duced. Leadership rotation will be encouraged to
111 broaden the experience of community residents. All-
112 age leadership will be recruited to expand responsi-
113 bilities to the youth and senior citizens. Methods
114 training will be held to provide practical experience
and comprehension of leadership roles. Public speaking
115 guidance will be offered to ensure imaginatively
presented reports at meetings and assemblies. Leader-
ship apprentices will be selected for intensive
training in principal community roles. An advocate
corps will be formed to represent Lorimor at meetings
and engagements outside of the community. A leadership
exchange program will be initiated to send Lorimor resident
to observe and report to other Human Development Project
communities.

TACTICAL ARENA C: Revitalizing Functional Civic Pride

Paratactic V: Public Story

A strong public story will help involve all the people of Lorimor
and provide profound motivation for continual engagement. Visible

symbols will provide community cohesiveness and power. Promotion of existing services will increase the market penetration. Community events will be coordinated to enhance the celebrative life.

Tactic 15: Creating Distinctive Community Identity

116 In order to build a positive profile for Lorimor, a
distinctive community identity will be created. Commu-
117 nity landmarks will be highlighted, including the water
tower with "Lorimor" and the town symbol painted on the
118 north, south, east and west faces. Tower lights will
be installed to make the tower stand out at night.
119 Welcome signs will be placed on highways into Lorimor.
Location signs will be placed on roads into Lorimor
120 giving mileage from surrounding towns. Imaginative
murals will be painted and spot lighted on the walls
121 of buildings. Renamed roadways will assist visitors in
finding their way around the district. Unifying symbols
122 will be selected for use throughout the community, such
as community flower to be planted around homes and the
123 community symbol and family names to placed on home and
farm signs. Community history will be thoroughly
researched, written and displayed; and a community year-
book will be kept.

Tactic 16: Promoting Local Business Expansion

124 In order to generate volume for the commercial services
presently available in Lorimor, local business expansion
125 will be promoted. Promotion days will be held with the
cooperation of all the businesses in special sales and
126 attractions. A promotional brochure will be designed to
inform the community and residents of the surrounding
territory of available goods and services, specials and
127 buying advantages. Newspaper inserts to advertise
weekly specials will be distributed via the area newspapers
and the local newsletter. Media advertising will be
128 launched with spots on area radio stations. Direct
mailings to regular and potential customers will be
129 initiated to encourage continuing business relations.
Bulletin notices for public information will be pub-
130 lished weekly by the businesses of Lorimor and posted at
important points in the community. A comparative
131 shopping price survey will be undertaken to remove any
misunderstanding as to local prices. Evening shopping
132 will be made available so that citizens who must make
purchases after the working day will shop in the community.
Broadened inventories in the local businesses will offer
a greater selection of basic items and services to the
area residents.

Tactic 17: Enhancing Community Celebrative Life

133 In order to create the sense of community cohesion and
134 mark significant events, the community celebrative life
135 will be enhanced. A celebration schedule will be
136 established and published regularly with dates of
137 neighborhood and family occasions included. Heritage
138 Day will be celebrated annually on June 18th to rehearse
139 the history of the community and mark the anniversary
of the Lorimor Human Development Project. Stake competi-
tions will be held to encourage local pride through
ball games, talent shows and beautification contests.
Christmas festivals will be organized so the entire
community will participate in the erecting, decorating
and lighting of the tree, rebuilding the miniature
church and various religious programs. Organizational
support of community clubs and churches will be encour-
aged in the planning and execution of celebrative events.
Occasional events such as a crafts fair, flea market,
outdoor movies, art festivals, drama events and street
dances will be promoted. Other holidays will be cele-
brated with community-wide activities and decoration.

TACTICAL ARENA B: Developing Essential Human Resources

Paratactic VI: Citizen Engagement

Citizen engagement structures will make available to residents resources necessary for their total participation in Lorimors' development. Skilled resource consultants will enrich the community programs through their involvement. Imaginative youth programs will capture the attention and energy of the youth of Lorimor. Additional community facilities will provide locations for community gatherings. Community health services will ensure the physical well-being of area residents.

Tactic 18: Involving Skilled Resource Consultants

140 In order to enrich community programs, skilled resource
141 consultants will be involved. A resource file will be
142 developed which catalogs available skills of community
143 residents. An agency file with contact persons and
144 available services will be created. Regularly maintained
145 contacts will be built to create ongoing consultant
146 relationships. Dignitary hosting will be provided to
147 escort guests, elected officials and supporters around
the community. Agency presentations and displays
will be arranged to provide direct information and
specific advice. Program advisors will be recruited to
provide continuing consultant service in various arenas.
Guest speakers will be invited to address organizations and
community assemblies.

Tactic 19: Initiating Imaginative Youth Programs

148 In order to capture the attention and energy of the
youth of Lorimor, imaginative youth programs will be
149 initiated. Organized clubs will be set up covering
a variety of programs for youth. A Junior Achievement
150 group will be organized. Sports teams will be formed
for competition both in and outside the community.
151 Recreational equipment will be found to broaden the
activities of the youth. A summer program will be
152 designed to engage the youth during the school break.
During the balance of the year a recreation program
153 will created to provide continuous activities. Horse
shows will be organized to which neighboring communities
154 will be invited. Regular dances will be held for the
youth of Lorimor and surrounding communities. Music
155 lessons will be arranged and advertised in the newspaper
and on the bulletin board. Entertainment events will be
156 scheduled such as rock concerts and special speakers of
157 interest to the youth.

Tactic 20: Supplying Additional Community Facilities

In order to provide locations for community gatherings
158 additional community facilities will be supplied. A
community center will be established in a renovated
159 downtown building to provide space for community
activities and programs. An activity lounge will be
created with both outdoor areas for recreational games
160 and an indoor area for social programs and craftwork.
A youth facility will be procured to provide recreat-
161 ional space for games and dancing and rooms for club
meetings, special projects and tutoring. An equipment
162 shed will be built to store community tools and outdoor
equipment as well as general community supplies. A
163 library space will be created in an empty building with
books for loan and a book exchange as well as records,
164 study hall tables, audio visual materials and weekly
story time for young children. A special dance floor
165 will be built to provide a good dancing space for community
and club dances. Playground areas in each neighborhood
166 will be supplied with a variety of play equipment. A
project office will be renovated and remodeled to provide
167 a space to coordinate community programs and provide an
information and hosting area for visitors. A swimming
168 pool serving the larger surrounding area will be
constructed in Lorimor. School use will be reserved so
that the gym and kitchen facilities are available for
community activities. Public restrooms will be built in
the downtown area and in West Park.

Tactic 21: Delivering Community Health Services

In order to insure the physical health of Lorimor area residents, community health services will be delivered.

169 A specially equipped emergency vehicle, manned by trained
volunteers, will be on call 24 hours a day for transport-

170 ation citizens to hospitals and clinics. Scheduled
transportation will be provided to Winterset, Creston and

171 Des Moines. Home care under the direction of a physician
and supervised by a public health nurse will be provided
by trained home health aides. In cases where more

172 professional or specialized care is indicated, nursing
care will be made available by trained personnel from the

173 County Public Nursing Office in Creston. The health
needs of the community will be fulfilled by a para-

174 professional on a regularly scheduled basis. A periodic
health screening of all residents will be utilized to
assess health needs and to keep permanent records. A

175 health bulletin will be published and distributed to all
citizens informing them of available services and
telephone numbers of services.

TACTICAL ARENA A: Expanding Foundational Economic Base

Paratactic VII: Support Services

The Management of the growth of commerce, industry and agriculture will expand the economic base. Services not currently available will be actively solicited. The supply of the management and information required for the growth will be coordinated by the Development Corporation. Keeping full information and close liaison with private and public funding sources will guarantee availability of funds for economic growth.

Tactic 22: Broadening Commercial Services Base.

In order to create new services and expand Lorimor trade territory for the benefit of present businesses, the commercial services base will be broadened. A farm-

176 hardware store will be established. A variety and drug
store will be opened with general, personal, home needs

177 and drug items. Visiting professionals will be recruited
for part-time service in Lorimor including a physician

178 and coordinated with a physician assistant, a pharmacist,
a lawyer and a certified public accountant. A dry cleaning

179 agency will be installed to coordinate pickup and delivery
to nearby dry cleaners. A local motel will be built along

180 Highway 169. A service station will be erected along the
highway with a car wash that will be run in conjunction

181

182 with the station. A flea market on Main Street
183 from Highway 169 to the Village Inn, offering
184 crafts, books, clothing and antiques will be
185 advertised as "The World's Longest Flea Market."
186 A farmers' market will be set up on a regular basis,
187 Spring through Fall. A specialty mall will be opened
188 with numerous stalls for such things as bakery products and
craft items. A mechanical repair service will be
established to handle farm and general mechanical
repairs. A private campground to supply overnight
space for travellers and visitors will be opened.
Contractors' support, including meals, snacks, lodging,
repair and maintenance services and office quarters
will be available for the sewer contractor.

Tactic 23: Developing Cooperative Economic Foundation

In order that the agricultural, commercial and
industrial sectors develop in an orderly and sound
manner, a solid economic foundation will be built. A
189 local development corporation will be formed to assist
190 with the financing agricultural, commercial and
191 industrial growth and building renovation. Membership
192 recruitment will be sought on a community-wide basis to
193 ensure representative membership. An agricultural
194 committee will be chosen to represent and focus on the
195 farmers' interest. Business meetings with broad
196 representation from the agricultural, commercial and
197 industrial communities will be held regularly to plan
198 for and monitor programs. Business advice from local
199 residents and outside sources will be available for
incoming businesses and local persons starting new
ventures. Industrial promotion will be undertaken to
attract small industries to the community as well as
to explore possibilities for new industry. Services
solicitation will be undertaken in towns and cities
within a 150 mile radius of Lorimor to attract trade,
business and professional people to a small town. A
land survey will be taken to chart the possible uses of
all buildings and land and detail available industrial
sites in the area near town. Trade surveys will be
completed to chart market areas so that newspapers,
direct mail flyers and other advertising forms can be
directed to the appropriate places. A suppliers'
analysis will be undertaken to obtain information on
the market area which will aid existing businessmen
as well as those interested in locating in Lorimor. A
promotion portfolio will be built up to provide brochures
and promotional material.

Tactic 24: Guaranteeing Necessary Growth Funding

200 In order to ensure the expansion of the general
economy, necessary growth funding will be guaranteed.
201 Basic capital necessary to comply with government and
private loan requirements for new and expanding
202 businesses will be raised through the Lorimor Develop-
ment Corporation. Job funding will be solicited from
203 public and private agencies. Long-term agricultural
financing will be generated for pasture renovations and
204 finishing operations. A "Local Banking" campaign will
be conducted to encourage support of the local bank.
205 Special funding for particular needs will be secured
through public and private sector funding. Commercial
206 funding will be secured for new and expanding commercial
enterprises. Funding relationships will be established
and kept operative with key public and private funding
administrators.

EXPANDING FOUNDATIONAL ECONOMIC BASE

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Plate 4A

paratactic I

Basic Income

paratactic VII

Support Services

tactic 1: Agricultural Operations

- 1 Diversification Ventures
- 2 Finishing Operations
- 3 Pasture Renovation
- 4 Shared Equipment
- 5 Herd Improvement
- 6 Field Visits
- 7 Profit Planning
- 8 Agricultural Workshops
- 9 Auction Barn

tactic 22: Service Base

- 176 Farm/Hardware Store
- 177 Variety/Drug Store
- 178 Visiting Professionals
- 179 Dry-cleaning Agency
- 180 Local Motel
- 181 Service Station
- 182 Car Wash
- 183 Flea Market
- 184 Farmers Market
- 185 Specialty Mall
- 186 Repair Service
- 187 Camp Ground
- 188 Contractors Support

tactic 2: Industrial Enterprises

- 10 Scrub-wood Processing
- 11 Metal Products
- 12 Wood Products
- 13 Assembly Operation
- 14 Industrial Experiments

tactic 23: Economic Foundation

- 189 Development Corporation
- 190 Membership Recruitment
- 191 Agriculture Committee
- 192 Business Meetings
- 193 Business Advice
- 194 Industry Promotion
- 195 Service Solicitation
- 196 Land Survey
- 197 Trade Surveys
- 198 Supplier Analysis
- 199 Promotional Portfolio

tactic 3: Employment Possibilities

- 15 Employment Bank
- 16 Part-time Employment
- 17 Youth Corps
- 18 Construction Force
- 19 Hook-up Crew
- 20 Job Experience

tactic 24: Growth Funding

- 200 Basic Capital
- 201 Job Funding
- 202 Agriculture Financing
- 203 Local Banking
- 204 Special Funding
- 205 Commercial Funding
- 206 Funding Relationships

DEVELOPING ESSENTIAL HUMAN RESOURCES

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Plate 4B

paratactic II

Community Education

paratactic VI

Citizen Engagement

tactic 4: Childcare Structures

- 21 Cooperative Childcare
- 22 Preschool Registration
- 23 Preschool Facility
- 24 Preschool Curriculum
- 25 Preschool Faculty
- 26 Preschool Materials
- 27 After-school Programs
- 28 Summer Activities

tactic 18: Resource Consultants

- 140 Resource File
- 141 Agency File
- 142 Maintained Contacts
- 143 Dignitary Hosting
- 144 Need Requests
- 145 Agency Presentations
- 146 Program Advisors
- 147 Guest Speakers

tactic 5: Formal Training

- 29 Appropriate Facilities
- 30 Business Skills
- 31 Trade Skills
- 32 Safety Skills
- 33 Leadership Skills
- 34 Equivalency Tutoring
- 35 Domestic Skills
- 36 Course Bulletin

tactic 19: Youth Programs

- 148 Organized Clubs
- 149 Junior Achievement
- 150 Sports Teams
- 151 Recreational Equipment
- 152 Summer Program
- 153 Recreational Program
- 154 Horse Events
- 155 Regular Dances
- 156 Music Lessons
- 157 Entertainment Events

tactic 6: Cultural Opportunities

- 37 Exchange Program
- 38 Field Trips
- 39 Living History
- 40 Skills Exchange
- 41 Crafts Programs
- 42 Music Programs
- 43 Organized Drama
- 44 Touring-Arts Team
- 45 Regular Movies

tactic 20: Community Facilities

- 158 Community Center
- 159 Activity Lounge
- 160 Youth Facility
- 161 Equipment Shed
- 162 Library Space
- 163 Dance Floor
- 164 Playground Areas
- 165 Project Office
- 166 Swimming Pool
- 167 School Use
- 168 Public Restrooms

tactic 7: Information Flow

- 46 Regular Newspaper
- 47 News Office
- 48 County Correspondents
- 49 Master Calendar
- 50 Bulletin Board
- 51 Service Directory

tactic 21: Health Services

- 169 Emergency Vehicle
- 170 Scheduled Transportation
- 171 Home Care
- 172 Nursing Care
- 173 Para-professional Servicing
- 174 Health Screening
- 175 Health Bulletin

REVITALIZING FUNCTIONAL CIVIC PRIDE

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Plate 4C

paratactic III Public Facilities	paratactic V Public Story
tactic 8: Residential Housing	tactic 15: Community Identity
52 Occupancy Survey 53 Program Folio 54 Housing Restoration 55 Improved Insulation 56 Low-cost Housing 57 Family Dwellings 58 Seniors Housing	116 Community Landmarks 117 Tower Lights 118 Welcome Signs 119 Location Signs 120 Imaginative Murals 121 Renamed Roadways 122 Unifying Symbols 123 Community History
tactic 9: Beautified Downtown	tactic 16: Business Expansion
59 Mall Atmosphere 60 Coordinated Theme 61 Window Displays 62 Common Signs 63 Downtown Renovation 64 Tourist Attractions 65 Downtown Park 66 Special Lighting 67 Sheltered Bench	124 Promotion Days 125 Promotion Brochure 126 Newspaper Inserts 127 Media Advertising 128 Direct Mailing 129 Bulletin Notices 130 Cooperative Shopping 131 Evening Shopping 132 Broadened Inventory
tactic 10: Public Space	tactic 17: Celebrative Life
68 Lighting System 69 Country Dumpsters 70 Sidewalk Restoration 71 Roadside Maintenance 72 Clean Streets 73 Pothole Repair 74 Dust Treatment 75 Weed Control 76 Smooth Crossings 77 Railroad Signal 78 Junk Removal 79 Sewer Installation 80 Sewer Equipment 81 Pedestrian Ramps 82 Paved Streets 83 Repair Schedule 84 Park Maintenance	133 Celebrations Schedule 134 Heritage Day 135 Neighborhood Competition 136 Christmas Festivals 137 Organizational Support 138 Occasional Events 139 Other Holidays

ENLISTING BROAD COMMUNITY PARTICIPATION

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Plate 4D

paratactic IV

Community Participation

tactic 11:

Consensus Assemblies

85	Regular Assemblies
86	Community-wide Participation
87	Assembly Space
88	Issues Forums
89	Planning Group
90	Youth Boosters
91	Fund Raising
92	Social Interlude

tactic 12:

Neighborhood Care

93	Neighborhood Meetings
94	Meeting Spaces
95	Newcomers Involvement
96	Neighborhood Celebrations
97	Care Corps
98	Phone Check
99	Neighborhood Identity

tactic 13:

Task Forces

100	Environmental Patrols
101	Voluntary Corps
102	Clean-up Campaigns
103	Emergency Squad
104	Story Tellers
105	Baby-sitting Service
106	Supplemental Fire-fighters
107	Community-wide Projects
108	Coordination Plan

tactic 14:

Leadership Methods

109	Leadership Rotation
110	All-age Leadership
111	Methods Training
112	Public Speaking
113	Leadership Apprentices
114	Advocates Corps
115	Leadership Exchange

PART FIVE

THE ACTUATING PROGRAMS

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 tactics 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.

PROCESS

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 the Practical Proposals, the Underlying Contradictions and the Operating Vision to ensure 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 the project actuation for they define the arenas and organize the tactics for which implementaries are then created. Implementaries are the 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 the local forces themselves.

RESULTS

The Actuating Programs of the Lorimor Human Development Project shown on Plate 5 are fourteen in number. Five of these are related to building economic vitality in Lorimor. Three of the five relate to income development and two of them to living environment. The income development arena includes Intensive Agriculture Enterprise, a New Industry Complex and Commercial Service. The two programs relating to living environment are a Housing Expansion Project and Public Service System. The second major programmatic division has to do with building community life in Lorimor. There are four programs in this division: The Lorimor Identity Campaign, The Downtown

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Showcase Project, The Social Activities Design and the Community Services Center. The remaining five programs deal with building social effectiveness in Lorimor. Two of the five are concerned with inclusive education and three with citizen engagement. The first group includes an Early Learning Academy and an Adult Skills Institute. The final group includes a Youth Opportunities Corps, a Volunteer Work Force and a Lorimor Community Association.

A more detailed description of each of the fourteen 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 relationships 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 Timelined 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 5A-0).

THE FOURTEEN ACTUATING PROGRAMS

Comprehensive Community Reformulation in Lorimor

ONE TOWARD THE BUILDING OF ECONOMIC VITALITY IN LORIMOR		TWO TOWARD THE BUILDING OF COMMUNITY LIFE IN LORIMOR	THREE TOWARD THE BUILDING OF SOCIAL EFFECTIVENESS IN LORIMOR	
INCOME DEVELOPMENT A	LIVING ENVIRONMENT B	C	INCLUSIVE EDUCATION D	CITIZEN ENGAGEMENT E
INTENSIVE AGRICULTURAL ENTERPRISE I	HOUSING EXPANSION PROJECT IV	LORIMOR IDENTITY CAMPAIGN VI	EARLY LEARNING ACADEMY X	YOUTH OPPORTUNITIES CORPS XII
NEW INDUSTRY COMPLEX II		DOWNTOWN SHOWCASE PROJECT VII		VOLUNTEER WORK FORCE XIII
COMMERCIAL SUPPORT SERVICE III	PUBLIC SERVICE SYSTEM V	SOCIAL ACTIVITIES DESIGN VIII	ADULT SKILLS INSTITUTE XI	LORIMOR COMMUNITY ASSOCIATION XIV
		COMMUNITY SERVICES CENTER IX		

THE FOURTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Lorimer

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Plate 5A

ONE TOWARD THE BUILDING OF ECONOMIC VITALITY IN LORIMOR				TWO TOWARD THE BUILDING OF COMMUNITY LIFE IN LORIMOR				THREE TOWARD THE BUILDING OF SOCIAL EFFECTIVENESS IN LORIMOR					
INCOME DEVELOPMENT		LIVING ENVIRONMENT				INCLUSIVE EDUCATION		CITIZEN ENGAGEMENT					
A		B		C		D		E					
I INTENSIVE AGRICULTURAL ENTERPRISE	1	Production Demonstrations	IV HOUSING EXPANSION PROJECT	13	Housing Construction	VI LORIMOR IDENTITY CAMPAIGN	21	Identifying Signs	XII YOUTH OPPORTUNITIES CORPS	45	Structured Activities		
	2	Diversification Experiments		14	Housing Renovation		22	Common Symbols		46	Travel Exchange		
	3	Cooperative Integration		15	Construction Force		23	Heritage Recovery		47	Part-time Employment		
	4	Agricultural Workshops		16	Land-Use Options		24	Planned Beautification		48	Vocational Apprenticeship		
II NEW INDUSTRY COMPLEX	5	Timber Processing	V PUBLIC SERVICE SYSTEM	17	Sewer Implementation	VII DOWNTOWN SHOWCASE PROJECT	25	Mini-Street Theme	XIII VOLUNTEER WORK FORCE	49	Renovation Corps		
	6	Light Industry		18	Roadway Systems		26	Building Renovation		50	Environmental Patrol		
	7	Mechanical Services		19	Parks Development		27	Community Center		51	Ambassadors Corps		
	8	Tourist Complex		20	Emergency Services		28	Social Art		52	Service Volunteers		
III COMMERCIAL SUPPORT SERVICE	9	Shops Expansion	IX COMMUNITY SERVICES CENTER			VIII SOCIAL ACTIVITIES DESIGN	29	Organized Recreation	XIV LORIMOR COMMUNITY ASSOCIATION	53	Neighborhood Stakes		
	10	Coordinated Promotion					30	Recreation Equipment		40	Parent Organizations	54	Guild Leadership
	11	Financial Assistance					31	Seasonal Activities		41	Cultural Enrichment	55	Community Assemblies
	12	Management Board					32	Community Festivals		42	Occupational Training	56	Development Corporation
						X EARLY LEARNING ACADEMY	37	Cooperative Preschool					
					XI ADULT SKILLS INSTITUTE		38	After-School Enrichment					
							39	Physical Skills					
							43	Social Methods					
						44	Educational Design						

INCOME DEVELOPMENT: Actuating Program 1

INTENSIVE AGRICULTURAL ENTERPRISE

The steady increase in the gross value of production from the land is the single most important factor needed to ensure a viable future for the Lorimor community. The Intensive Agriculture Enterprise has been designed to provide the necessary stimulus and structure for cooperation to allow farmers of Lorimor to dramatically improve their economic position within a few years. Regular farmers workshops will be held to plan the implementation of production experiments and cooperative improvement efforts. A major breakthrough in this program area will greatly enhance the future of Lorimor and be a dramatic sign to other farming communities that many of their economic difficulties can be solved at home.

The Intensive Agriculture Enterprise is comprised of four components designed to double the gross income of the farms of Lorimor over the next four years. The Production Demonstrations Program will implement the most effective methods of pasture renovation, herd improvement and finishing operations through a coordinated network of on-farm comparative demonstrations done cooperatively by Lorimor farmers. In the Diversification Experiments Program farmers will produce supplemental income through alternatives such as seed production, truck garden crops, tree farming, dairy goats, bee hives, fish ponds, etc. The Cooperative Integration Program will perform bulk buying and joint marketing operations through farmer-owned facilities and equipment. This will include a local auction barn, shared trucking and equipment and other services which put more of the control of costs and prices in the hands of the local farmers. The Agricultural Workshops Program will be the regular forum for farmers to evaluate alternatives and design the specific content of the above programs.

The first agricultural workshop will be held in July to establish immediate priorities and a working plan. The workshop will study the Consult Summary statement and make specific plans to initiate pasture renovation and other production demonstrations this summer. In September, a Supplemental Income Fair will acquaint farm families with the real potential of increasing cash income through various secondary operations. By September several diversification experiments will be underway as a result of the agricultural workshops. A local auction barn operation will probably be the first cooperative effort as an established operation in the area is already considering expanding to Lorimor.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 1

Plate 5B

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INTENSIVE AGRICULTURAL ENTERPRISE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Auction Barn	15,000	10,000	-	-
	Experimental Equipment	12,000	6,000	3,000	3,000
	4 Hog Finishing Operations	-	400,000	-	-
	subtotal - capital	27,000	416,000	3,000	3,000
II Pay and Allowances	Experiments Coordinator	7,200	7,200	3,600	3,600
	Consultant - Monthly				
	Workshops @ 150	1,800	3,600	-	-
	Livestock Auctioneer	9,000	4,500	-	-
	subtotal - pay	18,000	15,300	3,600	3,600
	Barn Operations	2,400	-	-	-
	Trucking Services	5,200	-	-	-
	Experimental Supplies	12,000	6,000	3,000	3,000
	Office Supplies	900	1,200	300	300
	Telephone	1,200	1,200	300	300
	Printing	1,200	1,800	600	300
	Travel	2,400	2,400	1,200	600
	subtotal - current	25,300	12,600	5,400	4,500
	Total Program Cost	70,300	443,900	12,000	11,100

INCOME DEVELOPMENT: Actuating Program 2

NEW INDUSTRY COMPLEX

Industry is critical to any serious effort to build an economically balanced, self-sustaining community. This program will initiate and encourage the growth of new industry in Lorimor. It will supply job opportunities for youth and homemakers, for retired farmers, employment during winter, and regular employment for those building up a farm with restricted capital. Ownership, management and employment will emerge through direct participation in industrial development. New industries will increase the tax base necessary for civic improvements, and increase the desire to invest in the community. Newcomers and visitors will add new flavor to the cultural, recreational and celebrative life. This program will establish contact with larger industrial enterprises, particularly in Des Moines, Kansas City and Omaha.

The New Industry Complex has four components. First, the Timber Processing Program will secure rights from local farmers to harvest and process scrub wood to sell as firewood, pallet lumber, sawdust and wood chips for stock bedding. Second, the Light Industry Program will secure stable contracts to supply component parts to other industries. The program also will catalyze the invention and design of locally needed products and will implement pilot production and market testing to establish new industry. Third, the Mechanical Services Program will provide service station facilities for auto and farm equipment fueling, regular maintenance and emergency repair. Fourth, the Tourist Complex Program will encourage the construction of a small motel and a commercial campground. Tourism will be encouraged throughout the community by means of historical displays, building restoration, bike trails and parks.

By August, timber rights will be secured to provide sufficient wood for six month's production. Two people will visit John Deere and other large Iowa manufacturers to isolate the assembly operations most practical for the community. The farmers will be surveyed to identify the type of products most amenable to local production. The Mechanical Services Program immediately will launch a search for a person to set up the service station, auto and farm repair service, and assist in locating premises. Planning will be initiated in July to coordinate the construction of a small motel in conjunction with supplying the sewer contractor as much local service as possible. The downtown beautification program will progress through the summer, and sites for renovation as historical landmarks will be chosen to assist the development of a tourist industry.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 2

Plate 5C

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NEW INDUSTRIES COMPLEX

years	current FY budget	Future Estimated Costs			
		FY II	FY III	FY IV	
categories					
I Capital Costs	Wood Chipper and Kiln	4,000	2,000		
	Timber Shed	9,000	-		
	Log Grapple Loader	8,000	-		
	Industrial Facility	30,000	30,000		
	Maintenance Facility	20,000	-		
	Maintenance Equipment	6,000	3,000		
	Motel and Campground	48,000	-		
subtotal - capital	125,000	35,000	5,000	-	
II Pay and Allowances	Master Mechanic	9,000	-		
	Program Coordinator	7,200	7,200	3,600	3,600
	Consultants	1,200	600		
	4 Youth Apprentices	14,400	14,400	7,200	3,600
subtotal - pay	31,800	22,200	10,800	7,200	
III Current Expenses	Industrial Brochures	1,500	1,000	500	-
	Office Supplies	1,200	1,200	600	300
	Telephone	1,800	1,800	900	600
	Tourist Brochures	1,200	1,800	1,200	600
	Travel	2,400	2,400	-	-
subtotal - current	8,100	8,200	3,200	1,500	
Total Program Cost	164,000	65,400	19,000	8,700	

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INCOME DEVELOPMENT: Actuating Program 3

COMMERCIAL SUPPORT SERVICE

The economic survival of any town is dependent upon the liveliness of its business district. The Commercial Support Service will create a central business district that provides all the basic goods and service needs of the community and draws people from a wide area to Lorimor. Regular promotions will also attract visiting and tourist traffic. Increased business will allow lower prices and generate capital for renovation and expansion. A board of local business and farming people will generate ideas for improving commerce and farming activities and provide a forum for solving mutual problems. The increased confidence generated will encourage greater investments in the town. The board will monitor the incorporation of a Development Corporation to facilitate the granting of start-up and expansion loans from private and public lenders.

The Commercial Support Service Program has four components. The Shops Expansion Program will enable a comprehensive shopping market on Main Street with housewares, softgoods, hardware, farm supplies, personal services and specialty products. The Coordinated Promotion Program will publish a multi-purpose community brochure and mount an aggressive advertising campaign for all businesses. The Financial Assistance Program will provide individual financial counseling for farmers and businessmen and secure grants and contacts for the support of other programs. The Management Board Program will assemble skilled local farm and business owners to act as an advisory board for individual enterprises and the development of new community ventures.

A meeting of the Management Board will be held in July. An extensive promotion will commence in September to attract small businesses and services to Lorimor from cities such as Des Moines. A project to coordinate the involvement of local services in the sewer contract will begin in July. An agreement has been reached on the use of a building on Main Street and equipment located to commence a specialty bakery. In July the Management Board will initiate the preparation of a Lorimor promotion brochure and publish a shopping price comparison. The Management Board will arrange the availability of funds for business start-up and expansion. The Development Corporation will be legally constituted with the widest possible base of community membership.

INCLUSIVE EDUCATION: Actuating Program 10

EARLY LEARNING ACADEMY

Comprehensive local community renewal requires that all citizens, young and old, be equipped with the basic educational preparation necessary for social self-reliance. Only from this context will infants' and preschoolers' educational needs be taken seriously. Also, understanding that every moment is "education" for children, parents will take responsibility for training themselves as education facilitators. The Early Learning Academy will create programs to enrich the education of all children and give special help wherever it is needed. In providing adequate care for children, adults will be able to engage in employment, community programs and further their own education. Tutoring will allow classroom activities to be extended and curriculum to be supplemented.

The Early Learning Academy will have four components. First, a Cooperative Pre-school Program will provide a curriculum and all day care for two- to five-year-olds on a year round basis. The faculty will be trained neighborhood teachers. Eventually a permanent pre-school facility will be in operation. Second, the After School Enrichment Program will operate daily after school until 5 p.m. with scheduled sporting and recreational activities and hobbies. Third, the Physical Skills Program will provide special activities such as bicycle trips, swimming and neighborhood olympics. This program will be supervised by adult men and women recruited locally. Finally, the Parent Organizations Program will encourage community participation in the existing parent organizations and hold meetings for planning various community children's programs. The faculty and supervisors of the children's programs will be primarily drawn from the Parent Organizations Program.

The Parent Organizations planning meetings will be held bi-weekly beginning on June 28th. A small group of local parents will research the requirements of starting a preschool. On July 6th and 7th, they will take field trips to three preschools already underway. A temporary facility will be selected and appropriately remodeled by the end of July. The preschool will be in operation the first week in August, 1978. A qualified teacher will be obtained and the volunteer staff trained by that time. Equipment for the children's programs will be the responsibility of the Parent Organizations. In September, the After School Enrichment Program and the Physical Skills Program will begin. Men and women participating in the Parent Organization will be scheduled to supervise both programs on a rotation basis. The Physical Skills Program will be marked by monthly "matches" of various sports.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 9

Plate 5J

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COMMUNITY SERVICES CENTER

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Display Boards	600	600		
	Examination Room	1,000			
	Medical Equipment	2,000	1,000	500	500
	5 Bulletin Boards	500			
	Office Equipment	1,500			
	Typewriter	800			
	Printing Equipment	2,500			
	subtotal - capital	8,900	1,600	500	500
II Pay and Allowances	Services Coordinator	7,200	7,200	3,600	3,600
	2 Office Coordinators	7,200	7,200	3,600	3,600
	subtotal - pay	14,400	14,400	7,200	7,200
III Current Expenses	Publications	800	800	400	200
	Weekly Newspaper	1,500	1,500	1,000	500
	Offices Rent	1,200	1,200	600	300
	Printing Supplies	600	600	400	200
	Travel Expenses	1,200	1,200	600	300
	subtotal - current	5,300	5,300	3,000	1,500
	Total Program Cost	28,600	21,300	10,700	9,200

COMMUNITY LIFE: Actuating Program 9

COMMUNITY SERVICES CENTER

Fragmented service availability and misinformation are common concerns in most local communities and are present in Lorimor. The Community Services Center will operate as an information center for the community. It will be staffed by community people and will maintain a current information flow to, from, and within the community through regular agency contacts, maintaining a community bulletin board, telephone contacts, and publishing a weekly newsletter for distribution to every family in the Lorimor area. Current job opportunities will be publicized and requests for employment posted. Full details will be kept on all agencies that various local groups have to deal with. The files will be updated as new information is received. Health information will also be maintained at the center. This program constitutes the nerve center for the project and will be the location which the community understands as its project office.

The Community Services Center has four components. The Agency Liaison Program will link the community to the many agencies that serve it, arranging for technical assistance and other services as needed. The Health Delivery Program will enable immunization and health screening, maintain local health records and coordinate home health services. The News Exchange Program will publish a weekly newsletter containing local employment information and all news of local import. It will also maintain the community bulletin board and create a directory of local skills which residents are able to offer each other. The Information Office Program will operate an information clearinghouse and referral service with full-time staff in a permanent location.

By the close of the Consult a permanent location had been secured on Main Street to house the Community Service Center. Within a week this office will be manned and in full operation. Materials for a bulletin board will be purchased and a location secured immediately. The staff of the center office will begin to compile all the necessary health care and referral information needed to operate effectively. All relevant agencies and health facilities will be notified of the center's aims and invited to visit the office to discuss programs and coordination possibilities. The employment opportunities service will be initiated by visiting the Job Service in Creston and setting up a regular referral with them. By mid-July a borrowed printing press will be located in the office and the first regular issue of the newsletter printed. By September the newsletter will be published weekly and will be supported by advertising.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 8

Plate 5I

ICA Consultants

SOCIAL ACTIVITIES DESIGN

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	P. A. System	600			
	Movie Projector	800			
	Sports Equipment	1,000	500	300	300
	Sports Uniforms	400	400	200	200
	subtotal - current	2,800	900	500	500
II Pay and Allowances	Program Coordinator	3,600	3,600	1,800	1,800
	subtotal - pay	3,600	3,600	1,800	1,800
III Current Expenses	Festival Decorations	1,200	1,200	600	600
	Office Expense	1,200	1,200	600	600
	Telephone	600	600	300	300
	Travel Expense	1,200	1,200	600	300
	subtotal - current	4,200	4,200	2,100	1,800
	Total Program Cost	10,600	8,700	4,400	4,100

COMMUNITY LIFE: Actuating Program 8

SOCIAL ACTIVITIES DESIGN

The Social Activities Design Program will focus the cultural vitality that is already present in Lorimor into an expression of community spirit through the organization and sponsorship of a wide variety of community activities and social events. Community parks will have their recreation facilities upgraded. The school and other facilities will provide a wide range of indoor activities. Recreation equipment will be provided to increase the use of facilities and encourage attendance at organized recreation. The use of the master community calendar will emphasize the links between stake events. All organizations in town will work together in seasonal events such as the Watermelon Festival, Valentine's Day and Halloween. The organization of, and attendance at, the community festivals will be the expression of growth in community spirit and engagement in Lorimor.

The Social Activities Design Program has four components. The Organized Recreation Program will arrange activities, including regular dances, sports, live musical and theatrical performances, movies and talent contests, for all ages. It will also include planning and implementing community and inter-neighborhood team sports such as volleyball, fast ball, tennis, winter and indoor sports. The Recreation Equipment Program will obtain and manage recreation and sports equipment. A movie projector, playground equipment, balls of all kinds and other items will be available at the Community Center through this program. The Seasonal Activities Program will develop activities with holiday and seasonal themes and will include the winter olympics, Valentine's Day and barbecues. The Community Festivals Program will plan and coordinate festivals on Christmas, Easter, the Fourth of July, Watermelon Days, Thanksgiving and Heritage Day, June 18th. The support and cooperation of individuals and organizations will be coordinated in advance according to the master calendar.

On the last day of June a street dance was held on Main Street. Volleyball competitions will be held at the Methodist Church. Free movies will begin in August. The three parks in town will have additional equipment installed. The fall season will begin with the Watermelon Festival harvest celebration. Rides, booths and regional promotion will be coordinated through the Lion's Club and with support from other service clubs in town. Football equipment will be made available in the fall for informal scrimmages. Equipment will be supplied and organization commence for team ball sports. In the late fall indoor sports will be organized. Musical performances will be scheduled in the fall. Thanksgiving, Christmas and Easter community festivals will be held and will involve the whole town in singing, cooking, decorating and dramatic enactments.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 7

Plate 5H

ICA Consultants

DOWNTOWN SHOWCASE PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Mainstreet Facial				
	Renovation	20,000			
	Building Signs	7,500			
	Mainstreet Planters, etc	3,200			
	Store Awnings	7,500			
	Community Center	40,000	20,000		
	subtotal - capital	78,200	20,000		
II Pay and Allowances	Architect Designs	1,500	500		
	Consultants	1,200	600		
	Theme Coordinator	7,200			
subtotal - pay	9,900	1,100			
III Current Expenses	Paint and supplies	1,400	400		
	Equipment Rental	1,000	-		
	Publications	600	600		
	Office Supplies	600	200		
	Telephone	600	300		
	Travel Expense	1,200	600		
	Trash Hauling	1,200	600		
subtotal - current	6,600	2,700			
Total Program Cost		94,700	23,800	-	-

COMMUNITY LIFE: Actuating Program 7

DOWNTOWN SHOWCASE PROJECT

The attractive appearance of a town is an important factor in the development of positive self-images and pride among its citizens. Such an appearance is also critical to the town's potential for attracting new commerce, industry and residents. The Downtown Showcase Project will create an overall design of the commercial district that will carry a message of civic spirit and pride. It will provide workers for the initial clean up of the business district and immediate surrounding residential area. The project will construct park facilities to increase community pride and morale. The planting of shrubs, flowers and trees, the addition of benches and litter bins, and choosing an historical theme for Main Street will all contribute to a powerful demonstration of what is possible for the whole community in the future. The appearance and progress of the downtown area will be a major motivating factor for all the other programs.

The Downtown Showcase Project is designed in four components. First, the Main Street Theme Program will plan and implement a comprehensive renovation of the Main Street area using a coordinated traditional theme. Attractive street lights, benches, litter bins, window displays and trees will be used to create a mall atmosphere to attract visitors. Second, the Building Renovation Program will systematically undertake the renovation of public and private buildings, starting with a demonstration renovation. Third, the Community Center Program will provide community space for an activity lounge, library, dance floor, youth center, equipment shed, project office and meeting place. It is believed that this will eventually result in the construction of a new multi-purpose community building. Fourth, the Social Art Program will produce a comprehensive artistic design of Main Street with flower box arrangements, benches and murals about life in Lorimor, past, present and future.

On Saturday, June 24th, a vacant lot midway down Main Street was converted into a park. Equipment stored there for many years was removed and replaced with mown grass, a gravel pathway and flowers. A Main Street dance was held on Friday, June 30th. Further immediate steps will be taken to create a pleasant atmosphere while a comprehensive plan built around a unifying theme will be formalized in July and August. In July a building will be chosen for demonstration renovation before winter. At least one attractive mural will be painted in July. Window displays depicting the history of Lorimor and exhibiting old homewares and farm articles will be created in empty downtown storefront windows. Over the summer several options for short and long term community center facilities will be investigated and funding alternatives explored in depth. By October the community will be ready to decide on the major direction it wishes to go relative to a community center.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 6

Plate 5G

ICA Consultants

LORIMAR IDENTITY CAMPAIGN

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Identification Signs	2,500			
	Roadway Signs	16,000			
	Tower Lighting	1,200			
	Museum Renovation	6,000	3,000	-	
	Trees and Shrubs	2,500	2,500	1,200	1,200
	Gardening Handtools	1,000	500	300	300
	subtotal - capital	29,200	6,000	1,500	1,500
II Pay and Allowances	Tower Painting	600			
	Museum Coordinator	3,600	3,600	3,600	1,800
	subtotal - pay	4,200	3,600	3,600	1,800
III Current Expenses	Painting Supplies	800	400	200	200
	Brochure Publishing	400	400	200	200
	Office Supplies	600	300	100	100
	Trash Hauling	2,500	2,500	1,200	600
	Bulldozer Grading	1,500	1,500		
	Travel Expense	1,800	1,200	600	600
	Office and Telephone	2,400	1,200	300	300
subtotal - current	10,000	7,500	2,600	2,000	
Total Program Cost		43,400	17,100	7,700	5,300

COMMUNITY LIFE: Actuating Program 6

LORIMOR IDENTITY CAMPAIGN

Today rural communities are fragmented by a maze of geographical divisions. There are fire districts, school districts, political boundaries, mail routes and telephone exchanges. Lorimor provides a good illustration as it includes land in three counties, two school districts, three postal areas and two telephone exchanges. The Lorimor Identity Campaign will build a unifying sense of community within the 100 square miles encompassing these many divisions. Symbols will be used throughout town and country areas to create common community images. The four water stack signs will increase community awareness and provide visibility. The Consult catalyzed both a new sense of local awareness and common destiny symbolized in the songs written and the symbol designed during the week. This awareness will be expanded to sustain the motivation which now exists to build a new identity from the fragments of the past and present. This motivation is essential for the success of all the other programs.

The Lorimor Identity Campaign will include four components. First, the Identifying Signs Program will place and maintain distance markers, community boundary welcome signs and roadway signs in all appropriate locations. Second, the Common Symbols Program will arrange for a fire number system, a community flower to be planted in yards, the symbol for use on mailboxes, home and farm signs, and painting the water stack with three more LORIMORS and the community symbol. Third, the Heritage Recovery Program will produce a written history of Lorimor, establish a local museum and locate, identify, and in some cases restore, community landmarks. Finally, the Planned Beautification Program will conduct periodic clean-up campaigns, systematically remove junk, formalize trash removal in country areas, place imaginative murals and improve landscaping throughout the community.

On the last day of the Consult, two large signs were painted displaying the new community symbol and slogan, and permission was obtained from four landowners to place welcome signs on their property. These signs will be completed and posted in early July. The community symbol will be used as decor in all task force, stake and community meetings. Songs will be distributed throughout the district, and old and new songs will form an integral part of community life. A preliminary contact has been made regarding the possible use of an old foundry building as a museum. At least one historical marker and a Lorimor history brochure will be produced in July by the Community Life Guild. The C.R.D. group will implement the fire number system and use of symbols on mailboxes, home and farm signs. At its first meeting in July, the Living Environment Guild will begin devising a systematic beautification and trash removal program for immediate implementation. All major eyesores will be removed from the downtown area.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 5

Plate 5F

ICA Consultants

PUBLIC SERVICES SYSTEM

categories	years	current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Compacting Tools	2,800			
	Town Streets Paved	100,000	100,000		
	Sidewalk Improvement	4,000	8,000		
	Road Graveling	100,000	100,000		
	Playground Equipment	5,000	-		
	Swimming Pool	25,000	-		
	Rescue Vehicle	6,000	-		
subtotal - capital		242,800	208,000		
II Pay and Allowances	Construction Coordinator	7,200	3,600		
	Consultants	2,400	600		
subtotal - pay		9,600	4,200		
III Current Expenses	Vehicle Operation	2,400	1,200	600	600
	Office Supplies	600	300	300	300
	Telephone	600	300	300	300
	Travel	1,200	-	-	-
subtotal - current		4,800	1,800	1,200	1,200
Total Program Cost		257,200	214,000	1,200	1,200

LIVING ENVIRONMENT: Actuating Program 5

PUBLIC SERVICE SYSTEM

Essential to any community is the web of public services which ensure the health and safety of its citizens. The Public Service System will achieve several basic improvements to enhance dramatically the quality of life in Lorimor. Over the next four years, the program will improve the health care, parks and roads of the Lorimor area. Fortunately, the largest single improvement, the town sewer system, is already funded. However, even though the system is scheduled to go in, much can be done to make the installation period relatively easy rather than extremely disruptive. Overall, the improvements planned in this program will provide the necessary basic physical support for an entirely new phase in Lorimor's history, and thus will pave the way for many of the other programs to move forward.

The Public Service System has four components. First, the Sewer Implementation Program will work toward the most rapid and least disruptive installation possible, compacting the back-filled trenches so as to return roadways to useable condition as soon as possible. Second, the Roadway Systems Program will instigate beautification and maintenance for all the Lorimor streets and roads, including paving, lighting, sidewalks, junk removal and dust treatment. Third, the Parks Development Program will catalyze the restoration and creation of parks to be centers of attraction for residents, newcomers and tourists. The parks complex will include a community swimming pool. Neighborhood mini-parks will also be created. Fourth, the Emergency Services Program will establish fire and police services, and vehicles for emergency health transportation, plus scheduled medical transportation and multi-purpose trips for the elderly.

A Volunteer Emergency Service will be organized within four weeks of the Consult and expanded during the first year. An emergency vehicle ownership plan will be created by the community in September. The Park Development Program will be well underway by the end of September, with the swimming pool specifications and funding plans created. With the installation of the sewer system in the spring of next year the Roadway Systems Program will be completed by the beginning of summer. Special machinery will be located so that the ground under the streets and sidewalks will be compacted after connections to the sewer system are made. The town and rural volunteer construction force will be responsible for a repair patrol of streets and roadways and will report on maintenance required. The Volunteer Renovation Corps, to be formed this summer, will complete the restoration of West Park, and then work with the local stakes in developing neighborhood mini-parks.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 4

Plate 5E

ICA Consultants

HOUSING EXPANSION PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	20 Low-Rent Apartments	240,000			
	15 Modular Homes	250,000	300,000		
	30 Renovated Homes	150,000	150,000		
	Construction Tools	10,000			
	Backhoe-Loader	12,000			
	Office and Equipment	6,000			
	Pick-up Truck	5,000			
	subtotal - capital	673,000	450,000		
II Pay and Allowances	Construction Coordinator	9,000	9,000		
	12 Construction Appren- ticeships @ 3600	43,200	43,200		
	2 Crew Supervisors	14,400	14,400		
	Consultants	3,600	600		
	subtotal - pay	70,200	67,200		
	Insurance	1,200	1,200		
	Telephone	1,800	1,200		
	Utilities	1,800	1,800		
	Truck Operation	1,800	1,800		
	Travel	1,800	1,200		
	Office Supplies	1,200	600		
	Accounting	1,200	1,200		
	subtotal - current	10,800	9,000		
	Total Program Cost	754,000	526,200	-	-

LIVING ENVIRONMENT: Actuating Program 4

HOUSING EXPANSION PROJECT

New and improved housing is a critical necessity both for the present residents in Lorimor and for attracting newcomers. A higher population is needed to be able to support new business and industry and pay for better public services. Many houses in Lorimor are fine old buildings but need some exterior restoration and interior modernization. Some of the houses are vacant and in need of extensive repair if they are to be used as residences. If the buildings cannot be repaired they should be removed and the land used for new houses. Also, Lorimor has been working since 1975 to acquire badly needed low-cost senior citizen housing. The Housing Expansion Project will coordinate work in all these areas to provide a balanced and adequate supply of good housing for the future. This program will be a visible sign that Lorimor is a community with a future.

The Housing Expansion Project has four components. The Housing Construction Program will use high standards for size, style, location and other criteria to build approximately 15 new dwellings and 20 new senior citizen housing units. The Housing Renovation Program will be developed for the rehabilitation and modernization of 30 existing town and country homes. A Construction Force Program will be set up to enable construction work and provide jobs for the local labor force. The Land-use Options Program will arrange a land use survey and planning program which will permit the preparation of a town and country land use and beautification plan. This plan can then be used to create an attractive folio on Lorimor for use in negotiating government finance and attracting private investors.

The first step of implementation will be an inclusive property evaluation and land-use option survey conducted with professional guidance within the next three months by a group of Lorimor residents. A site selection for the senior citizen housing will be made as soon as possible and the land secured for this purpose. Also during the summer a demonstration renovation house will be completed and all preparations done for a major weatherproofing campaign in the fall. While these things are being done, all necessary research will be done on the requirements for major public loan package for new and renovated housing in 1979. It is believed that a major package can be developed to coincide with the completion of the sewer. In the meantime, the work will concentrate on renovations and weatherproofing that can be arranged locally.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 3

Plate 5D

ICA Consultants

COMMERCIAL SUPPORT SERVICE

categories	years	current FY budget	Future Estimated Costs			
			FY II	FY III	FY IV	
I Capital Costs	4 Stores Renovated	24,000	6,000	-		
	Store Fixtures	18,000	6,000	-		
	Printing Equipment	2,500	-	-		
	Meeting Room Furniture	2,500	-	-		
	Typewriter	800	-	-		
	subtotal - capital	47,800	12,000	-		
II Pay and Allowances	Promotions Coordinator	7,200	7,200	3,600	-	
	Renovation Coordinator	7,200	3,600	-	-	
	Consultants	3,600	-			
	subtotal - pay	18,000	10,800	3,600	-	
	Printing Supplies	2,400	1,200	300	-	
	Outside Printing	1,200	600	300	-	
	Office Supplies	1,200	600	300	-	
	Telephone	1,200	600	300	-	
	Travel	2,400	1,200	300	-	
	subtotal - current	8,400	4,200	1,500	-	
	Total Program Cost	74,200	27,000	5,100	-	

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 9

Plate 5J

ICA Consultants

COMMUNITY SERVICES CENTER

categories	years	current FY- budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Display Boards	600	600		
	Examination Room	1,000			
	Medical Equipment	2,000	1,000	500	500
	5 Bulletin Boards	500			
	Office Equipment	1,500			
	Typewriter	800			
	Printing Equipment	2,500			
	subtotal - capital	8,900	1,600	500	500
II Pay and Allowances	Services Coordinator	7,200	7,200	3,600	3,600
	2 Office Coordinators	7,200	7,200	3,600	3,600
	subtotal - pay	14,400	14,400	7,200	7,200
III Current Expenses	Publications	800	800	400	200
	Weekly Newspaper	1,500	1,500	1,000	500
	Offices Rent	1,200	1,200	600	300
	Printing Supplies	600	600	400	200
	Travel Expenses	1,200	1,200	600	300
	subtotal - current	5,300	5,300	3,000	1,500
	Total Program Cost	28,600	21,300	10,700	9,200

INCLUSIVE EDUCATION: Actuating Program 10

EARLY LEARNING ACADEMY

Comprehensive local community renewal requires that all citizens, young and old, be equipped with the basic educational preparation necessary for social self-reliance. Only from this context will infants' and pre-schoolers' educational needs be taken seriously. Also, understanding that every moment is "education" for children, parents will take responsibility for training themselves as education facilitators. The Early Learning Academy will create programs to enrich the education of all children and give special help wherever it is needed. In providing adequate care for children, adults will be able to engage in employment, community programs and further their own education. Tutoring will allow classroom activities to be extended and curriculum to be supplemented.

The Early Learning Academy will have four components. First, a Cooperative Pre-school Program will provide a curriculum and all day care for two- to five-year-olds on a year round basis. The faculty will be trained neighborhood teachers. Eventually a permanent pre-school facility will be in operation. Second, the After School Enrichment Program will operate daily after school until 5 p.m. with scheduled sporting and recreational activities and hobbies. Third, the Physical Skills Program will provide special activities such as bicycle trips, swimming and neighborhood olympics. This program will be supervised by adult men and women recruited locally. Finally, the Parent Organizations Program will encourage community participation in the existing parent organizations and hold meetings for planning various community children's programs. The faculty and supervisors of the children's programs will be primarily drawn from the Parent Organizations Program.

The Parent Organizations planning meetings will be held bi-weekly beginning on June 28th. A small group of local parents will research the requirements of starting a preschool. On July 6th and 7th, they will take field trips to three preschools already underway. A temporary facility will be selected and appropriately remodeled by the end of July. The preschool will be in operation the first week in August, 1978. A qualified teacher will be obtained and the volunteer staff trained by that time. Equipment for the children's programs will be the responsibility of the Parent Organizations. In September, the After School Enrichment Program and the Physical Skills Program will begin. Men and women participating in the Parent Organization will be scheduled to supervise both programs on a rotation basis. The Physical Skills Program will be marked by monthly "matches" of various sports.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 10

Plate 5K

ICA Consultants

EARLY LEARNING ACADEMY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Playground Equipment	500	300	100	100
	Refrigerator	500	-		
	Tables and Chairs	600	300	100	100
	Audio-Visuals	300	100	100	100
	Toys and Bedding	600	600	300	300
	Building Renovation	3,000	500	500	500
	Musical Instruments	3,600	1,200	600	600
subtotal - capital		9,100	3,000	1,700	1,700
II Pay and Allowances	Preschool Director	7,200	7,200	3,600	3,600
	Consultants	1,200	300		
subtotal - pay		8,400	7,500	3,600	3,600
III Current Expenses	Facility Rental	1,200	1,200	600	600
	Supplies	1,800	1,800	900	900
	Publications	900	600	300	300
	Sheet Music	600	300	300	300
	Conference Travel	2,400	1,800	1,800	1,800
	Office Supplies	1,200	1,200	600	600
	Telephone	600	600	300	300
subtotal - current		8,700	7,500	4,800	4,800
Total Program Cost		26,200	18,000	10,100	10,100

INCLUSIVE EDUCATION: Actuating Program 11

ADULT SKILLS INSTITUTE

An effective adult education program is essential to the project because it offers the concrete possibility of self improvement to meet the demands of the future. The Adult Skills Institute will focus on providing access to courses which equip people to handle daily necessities more effectively and also broaden their cultural experience. Competence in basic maintenance and management skills are essential in today's farm economy, as is the ability to grasp global market trends. Younger adults also need occupational skills that will assist them to take full advantage of growing economic possibilities in the area. Responsible and healthy citizenship requires a large number of residents skilled in leadership abilities. Being trained through actually taking leadership roles increases individual skills and encourages local citizens to take direct responsibility for particular programs.

The Adult Skills Institute is made up of four components. First, a Cultural Enrichment Program will arrange trips to sites of interest, and performances in other vicinities. It will also sponsor local theater productions, motion picture showings, musical programs and concerts. Courses and individual instruction will be offered in both vocal and instrumental music. Second, an Occupational Training Program will offer formal classes in business and commercial skills. Training in industrial and mechanical arts such as carpentry, welding, wiring and mechanics will also be available. Other courses will include GED instruction and family living. Third, a Social Methods Program will train residents in leading meetings, the consensus process and effective program planning. Fourth, the Educational Design Program will instruct in curriculum building and community education planning.

The implementation of the Adult Skills Institute will begin with a meeting of interested people in July, and a schedule of weekly meetings to follow. The preschool leaders will begin basic methods training through July and August, with the preschool opening in the fall. Training in curriculum-building will continue throughout the year. Community representatives will attend the Summer Research Assembly in Chicago and several residents will be sent to visit other Human Development Projects and attend national and regional conferences during the year. The first Adult Skills Institute course bulletin will be researched and published for distribution in August. By autumn, classroom space and a qualified resident director will be secured. The first classes will begin in September with students for occupational training.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 11

Plate 5L

ICA Consultants

ADULT SKILLS INSTITUTE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Mechanics Tools	1,500	1,000	500	500
	Working Models	1,000	500	300	300
	Table and Chairs	1,000	200	200	200
	subtotal - capital	3,500	1,700	1,000	1,000
II Pay and Allowances	Program Coordinator	3,600	3,600	1,800	1,800
	Consultants and Speakers	1,800	1,800	900	900
	subtotal - pay	5,400	5,400	2,700	2,700
III Current Expenses	Facility Rental	1,800	1,200	600	600
	Publications	500	500	300	300
	Conference Travel	2,400	1,800	900	900
	Movie Rentals	600	600	300	300
	Office Supplies	600	600	300	300
	Telephone	600	600	300	300
	subtotal - current	6,500	5,300	2,700	2,700
	Total Program Cost	15,400	12,400	6,400	6,400

CITIZEN ENGAGEMENT: Actuating Program 12

YOUTH OPPORTUNITIES CORPS

Nowhere is the plight of youth today more apparent than in small rural communities where there is no clear future. The Youth Opportunities Program is an exciting response to this situation. The program will establish the community as a base from which to explore the many alternatives open to youth today. At the same time it will reveal the potential for youth to help create a new future for themselves and the community. The program will introduce Lorimor youth to real vocational options while developing a broad perspective from which to make their vocational decisions. The program also will foster a sense of community pride and a new appreciation of the value of volunteer community involvement. A successful youth program will do much to stimulate adult participation and bring a real urgency to the work of other programs.

The Youth Opportunities Corps has four components designed to engage youth in community service and vocational development. First, the Structured Activities Program will enroll youth in existing programs such as 4-H and FFA and initiate new activities including Junior Achievement. Second, the Travel Exchange Program will take groups of youth on field trips, arrange extended travel opportunities and negotiate youth exchange visits with other Human Development Projects. Third, the Part-time Employment Program will find part-time work for youth to earn spending money, add to personal savings, and start a common travel and program fund. Fourth, the Vocational Apprenticeship Program will survey youth vocational interests and goals and match them up with existing apprenticeship programs and create new ones locally. College prep youth will be enabled to work together to investigate schools and make applications.

In July and August a demonstration renovation house will be started involving youth and retired local tradesmen. Detasseling contracts will be secured from a seed company and carried out by 15 or more community youth. The money earned will be used to start the Youth Opportunities Fund. A Community Youth Forum will be held to establish a basic four-year plan for the young people and determine the major arenas of focus for the first year. Every youth in the community will be involved in creating the program for the year, and will have a card in the Community Service Center containing his vocational interest, preference for part-time work and intentions relative to programs like 4-H, Junior Achievement and other programmatic activities in the coming year.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 12

Plate 5M

ICA Consultants

YOUTH OPPORTUNITIES CORPS

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Apprenticeship Tools	1,200	600		
	subtotal - capital	1,200	600		
II Pay and Allowances	Program Coordinator	3,600	3,600	1,800	1,800
	subtotal - pay	3,600	3,600	1,800	1,800
III Current Expense	Travel Programs	3,000	3,000	1,500	500
	Office Expense	300	300	200	100
	Work Materials	600	600	300	300
	subtotal - current	3,900	3,900	2,000	900
	Total Program Cost	8,700	8,100	3,800	2,700

CITIZEN ENGAGEMENT: Actuating Program 13

VOLUNTEER WORK FORCE

A recent news story reported that volunteerism in America has fallen by 40 percent in the last decade. The report also said that most of the functions which had previously been done by volunteers were now performed by paid people, usually within a government social services program. The need to recover the value of volunteer community service is obvious both from economic and social standpoints. The Lorimor Human Development Project will create a new configuration of local volunteers as a sign for the future. In fact, volunteer work forces are a key to the entire project, for they provide the care and the labor needed to carry out most of the other programs. Extensive use of volunteer groups motivated by a sense of practical vision for the future of Lorimor will give the entire project a strong base of public spirit and good will.

The Volunteer Work Force will have four basic components. First, the Renovation Corps Program will enlist youth, experienced elders and a few skilled tradesmen as a volunteer team to renovate and maintain property of those who can't do it themselves. Second, the Environmental Patrol Program will organize volunteers by stakes to ensure regular and special trash removal, to systematically monitor eyesores and pollution problems and to respond to periodic special circumstances such as heavy snow. The Ambassador Corps Program will recruit and equip a group of community residents to attend important area functions, such as county board meetings, on the community's behalf, and to host visitors locally. Finally, the Service Volunteers Program will work with existing service clubs, organizations and volunteers at large to provide the large work forces needed to carry out major events.

Within a week after the Consult, materials were donated and a group of volunteers assembled to reconstruct the old bandstand in West Park. During July and August volunteers will work on park repair and begin renovation of a demonstration house. In the fall they will initiate a major winterization campaign. In July a survey of community environmental problems will be conducted by an Environmental Patrol initiated in each stake. Youth involvement will be a major priority. In September the Ambassador Corps will begin attending meetings at which decisions affecting the Lorimor community are made. The Service Volunteer Program actually began several weeks before the Consult and was a key to the Consult's success. Within a week after the Consult, several community eyesores were removed, a street dance held and a Fourth of July picnic organized involving several major organizations.

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FOUR YEAR PLAN
PROGRAMS BUDGET

Program 13

Plate 5N

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VOLUNTEER WORK FORCE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Renovation Tools	3,500	1,500	500	
	Tool Shed	1,200			
	Ambassadors' Van	5,000		3,000	
	Work-Day Tools	1,000	500		
subtotal - capital		10,700	2,000	3,500	
II Pay and Allowance	3 Corps Coordinators	10,800	5,400	2,700	2,700
subtotal - pay		10,800	5,400	2,700	2,700
III Current Expenses	Work Uniforms	1,500	500	300	300
	Trash Bags	900	900	600	300
	Dumpsters Service	3,000	1,500		
	Office Expense	300	100	100	100
	Telephone	300	300	300	300
	Van Operations	1,800	1,800	900	600
	Travel Expense	2,400	1,200	600	600
subtotal - current		10,200	6,300	2,800	2,200
Total Program Cost		31,700	13,700	9,000	4,900

CITIZEN ENGAGEMENT: Actuating Program 14

LORIMOR COMMUNITY ASSOCIATION

For the last 40 years improvements in transportation, communication and agricultural technology have reduced the number of persons in Lorimor by 50 percent which is typical of many rural communities in the Midwest. The Lorimor Community Association Program will pioneer in re-establishing a sense of neighborliness, structural care and grassroots decision-making in rural America. Regular weekly neighborhood stake meetings, weekly guild meetings and quarterly community assemblies will provide the basic structures for this individual care and decision-making. They will establish and maintain community consensus through regular meetings and guarantee that every last person is cared for through regular visitation and phone check networks for the elderly. A local corporation will provide a single unifying legal entity to raise and manage funds for community-wide projects and programs. The Lorimor Community Association Program will establish the basic human networks necessary to sustain the other programs to completion. Within two years a new pattern of social care will be established as a sign to all similar rural communities.

The Lorimor Community Association consists of four basic components for involving citizens in the care and planning for the community. First, the Neighborhood Stakes Program will include regular home visiting, weekly neighborhood stake meetings, newcomer involvement, phone checks on the elderly, neighborhood celebrations and competitions. Second, the Guild Leadership Program will provide training events and weekly assistance in equipping a large group of persons for rotating leadership roles in various community meetings and assemblies. Third, the Community Assemblies Program will plan, recruit, and hold the regular community meetings and forums which will be basic vehicles for community consensus and action. Fourth, the Development Corporation Program will undertake to enlist every family in the community as **shareholders in a legal entity** which can receive and manage funds for various programs and projects.

All basic aspects of these programs were initiated during the consult week including a consensus on the boundaries for the five neighborhood stakes and the enlistment of the first **25** members for the Development Corporation. The first assembly following the consult will be called by the Lorimor Boosters early in July to adopt a basic work plan and initial guild configuration. Informal task forces will be formed in each of five basic guild arenas--Education, Community Life, Living Environment, Agriculture and Business and Industry--to rapidly actuate as many tactics as possible before Watermelon Days in September. Guild task forces and neighborhood stake groups will begin meeting weekly the third week in July. A community phoning network and elders daily phone check will be established by neighborhoods at the first stake meetings, along with plans for the first stake barbeques in July or early in August.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 14

Plate 50

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LORIMOR COMMUNITY ASSOCIATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Incorporation Fees	300			
	Tables and Chairs	3,000			
	Blackboards	300			
subtotal - capital		3,600			
II Pay and Allowances					
subtotal - pay		-			
III Current Expenses	Facility Rental	3,000			
	Banking Services	300	300	300	300
	Office Expense	1,800	1,800	900	900
	Decorations	1,200	600		
	Meeting Refreshments	2,400	1,200		
	Travel Expense	2,400	1,200	600	600
subtotal - current		11,100	5,100	1,800	1,800
Total Program Cost		14,700	5,100	1,800	1,800

EPILOGUE

ACKNOWLEDGEMENTS

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I

ACTUATION PHASING

METHODS

Although the methods of the Human Development Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Lorimor 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.

FINDINGS

The Operating Vision of Lorimor residents screened at the beginning of the week, indicated great concern for the enhancement of their surroundings, with particular emphasis on common life, care structures and citizen engagement. Special emphasis was also placed on consumer services, employment and the use of rural resources. Other important emphases were on enhancing community visibility and on structuring public services. The following day's work on discerning the contradictions underlying these social concerns revealed incomplete delivery of basic services and ineffective structures of community care along with conflicting or undefined values. The proposal work which followed focused on common life and economic growth programs. Proposals relative to community identity are concerned with communicating the town's social programs, enhancing the elements of the environment and providing leadership structures. The tactical systems chart underscores the need for expanding the means of income and consumer services. The engagement of residents in the education program will increase cultural exchange and deliver needed skills to community services projects. Housing and physical structures need to be cared for in a way that communicates to residents a positive community identity. A broadbased consensus on future directions will facilitate the implementation of programs through various networks. The actuating programs chart indicates a major concern for the economic vitality of Lorimor as stated in the five programs dealing with income development and living environment. Four other programs hold the possibilities for building community life through the use of common symbols and diverse social activities. Social effectiveness is held in five major programs dealing comprehensively with education and citizen engagement.

The Human Development Project model produced during the Consult represents the decisions of Lorimor citizens to intensify and expand development efforts in Lorimor. 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, housing rehabilitation, downtown renovation, education opportunities and the transformation of community space to project a recreated image of Lorimor to its res-

PHASING

idents 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 responsibilities 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 scheme 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 economic momentum. 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 and personnel. It is, therefore, crucial to bring such external resources immediately to the service of the community and to maintain them only for the period of time necessary for generation of local economic activity.

COSTS

The fourteen 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 cost 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. Nearly 60% of the first year budget is capital outlay for housing and roadway improvements. Almost one-third of the remaining first year costs fall in the local salaries column. This is explained by the number of apprentice and full-time roles required to adequately launch the programs and represents a direct injection of funds into the community. This outlay will gradually be felt as an investment in the project as the human and material resources of Lorimor citizens are applied to the socio-economic program 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 fifty percent 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 Actuating 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. Interested residents of all ages who are involved in these programs could organize themselves into groups which constitute a contemporary form of the medieval guild. Such groups of local citizens, or modern guildsmen, could work together on community-wide projects or subdivide into task forces to do particular jobs related to varied aspects of program implementation. Though basically task-oriented, these citizens' groups would also do continuing planning and evaluation.

COMMISSIONS

The fourteen programs of the Lorimor Human Development Project could be grouped in relation to a number of actuating agencies which might correspond to existing and new corporations of the Project. These agencies, in turn, could be organized in two groupings -- one dealing with the economic development of the community and the other with the social development. These could be referred to as commissions. This organizational format would provide the structure through which the entire community is involved as a comprehensive decision-making body. The body of citizens so engaged could be designated as a community assembly. It would include guild participants, other concerned residents, auxiliary staff and guardians. It would be a cross-section of the community: men, women, young and old, farmers and townspeople alike. A representative body of this assembly would be charged with the responsibility of coordinating the work of the actuating agencies and ensuring that programmatic decisions reflect the concerns and needs of the community. The designation of this body should be guided by such factors as residence in the community, a grasp of the Human Development Project and willingness to expend long hours. This body might have a rotating chairmanship and could appoint ad hoc committees as needed to maintain the development thrust.

GUARDIANS

The guardian and patron networks assure the continuance of external support to the Human Development Project. This support refers to strengthening the interest and assistance of governmental agencies and 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. The acceleration of the project will make the guardian and patron network even more important in the future.

AUXILIARY

Finally, the implementing forces include a catalytic force, referred to here as the Auxiliary. One of the indices of a dynamic human development project is the presence of a catalytic body that brings dedication and methodological expertise to the task at hand. This group engenders motivity in the community at large, and focuses its understanding of the development task. It makes possible the emergence of new leadership in the community. The staff of the Institute and the leadership of the community will fulfill this role. The presence of such a body provides a freshness of perspective which enables the community to grasp its task in a creative fashion. When this perspective is placed in dynamic relation to the intimate knowledge of community and practical wisdom of long time residents, a reservoir of effective power emerges. In Lorimor today, such a force of people needs to include education specialists, business management specialists, bookkeepers, lawyers, administrators, funding specialists, community organizers, farmers and construction experts. Each member of the auxiliary will be charged with the responsibility of equipping one or more understudies in his area of expertise. These understudies, in turn, will then be prepared to assume leadership responsibilities within the community.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Lorimor intends to become a demonstration of what rural communities can do. Visitors from across the nation and around the world will be able to observe the success that results from taking a holistic approach to community development. In order to grasp what sort of community will be created by the many programs described here, let us imagine what a visitor might see on a tour through the community six months after the Consult.

Our visitor drives south from Des Moines on Highway 169. The partially wooded, rolling hills are a gentle contrast to the northern flatlands. Rounding a bend he is greeted by a large sign "Welcome to the Lorimor Community" embedded in a hillside. A smaller sign

indicates "Business District - 5 miles ahead." Several farm houses along the way have bright flowers around the mailbox and an insignia saying "Member of the Lorimor Community." The country roads leading off of 169 are clearly marked with new names and road signs. In the distance a unique "water stack" rises above the trees with the name "Lorimor" standing out boldly on it. Our visitor notes a farm he would like to return to and visit. The entry sign reads, "Lorimor Human Development Project - Experimental Farm." Entering the town itself there is another welcome sign with a symbol that looks like an emerald and the slogan "Lorimor - Gem of the Heartland." Turning right onto Main Street our visitor is struck by the coordinated appearance of freshly painted buildings. Store fronts have attractive displays. Even the few vacant buildings have displays of community interest such as local history, volunteer services offered by the youth, and a children's art display of Lorimor in the year 2000. One building displays a big sign "Lorimor Human Development Project Office." On a bulletin Board outside the project office a young woman is putting up pictures of a neighborhood workday. At our visitor's inquiry she enthusiastically talks about the regular meetings held in her neighborhood. As a result of these meetings residents organized the neighborhood workday to restore a country schoolhouse for their use as a meeting place. A big barbeque followed for all the neighbors to celebrate their work together. The visitor notices the Lorimor gem symbol, and signs in store windows say "Member of the Lorimor Business Community." The young woman invites the visitor to go with her to the community center. She explains that she is on her way to take in an article about the workday to the weekly newspaper. The visitor follows along. At the Community Center she shows him the major bulletin board for the community. It lists all the activities going on that month, such as adult education classes, library hours, work projects, a community festival, sports events and club activities. Inside the building is a production center with several women putting together the weekly newspaper. An older youth is mimeographing a flyer about a youth project to help elder citizens prepare their houses for the winter.

IDENTITY

The youth offers to show the visitor around, and they set off down the main street. The visitor is impressed by the clean streets and lack of dust. A delightful little park is sandwiched between two buildings. It has shade trees, benches, colorful planters and lovely green grass to sit on. A group of preschoolers are having juice and crackers under the tree while listening to stories about "Lorimor 75 years ago." Several elders have brought pictures and artifacts to show the children what life was like then. As they walk the youth explains that in addition to the mini-park downtown, the community recently renovated the large park at the west end of town. The visitor sees that shelters, barbeque pits, a bandstand and beautiful shade trees make it ideal for family pic-

ENVIRONMENT

tics and public events. There is also a variety of sturdy playground equipment including swings, teeter-totters and jungle jims. On the way back they pass three men who are repairing or replacing the old sidewalk system. One side of the street is done and the visitor remarks to the men how much better the street looks.

Returning to Main Street the visitor comments to his guide on how the area looks like a mall with trees and so much activity. The grocery store has just finished expanding and remodeling and is holding a grand opening. Balloons, flags and free refreshments are attracting a crowd. The new speciality bake shop has baked a special cake as part of the celebration. A promotional advertisement has been sent to everyone in the surrounding trade area alerting them to the new shopping facility. Two doors down, the finishing touches are being put on a new drug and variety store. The inside is remodeled and the shelves ready to be stocked. A sign outside says, "Another new business for the Lorimor community." Rounding the corner they bump into a gentleman who turns out to be the youth's uncle. He runs an auto repair shop located in a renovated building. He explains he is on his way to meet with the community Management Board to find out how to expand his business to include on-the-job training for young people. He mentions that there have already been twenty new jobs in town this year along with a new wood-chip plant and the new industrial building at the edge of town.

COMMERCE

Getting in his car our visitor heads off across the railroad tracks to look at the new construction. Road crews are hard at work resurfacing the streets following installation of the new sewer system. Construction is already beginning on a new housing package which includes 35 new homes and apartment units. Stopping to chat with the work crew our visitor finds out that the housing package was put together by a non-profit community group that has pooled its members resources in order to promote planned land development. He is told that the same group is responsible for the construction of the small motel and campground at the edge of town.

CONSTRUCTION

Returning to town, our visitor passes some new construction near Main Street. He stops to talk with an older man who takes him to a large board on the building site depicting the completed senior citizen housing units. The old man tells the newcomer how he and other elders like himself attended various sessions to get their ideas into the plans. Their conversation is interrupted by the sound of a siren coming up the street. The old man explains that six months ago there was no way to get health care quickly and now there is an emergency vehicle and a mobile clinic that comes through town two days a week.

SERVICES

No sooner does the old man finish talking than a band of chattering youth walk by on their way to the community center. Our visitor tags after to see what's going on. The young people are part of

EDUCATION

the Youth Corps in the community and work along with the adults in various projects. Today they are making plans for an evening festival on Main Street for the whole community. They end their meeting with the Lorimor Song just as the school-age children arrive for the after school sports and sewing class. A couple stop by to check the bulletin board for adult class times and schedules. This week there is a first-aid course beginning, a talk on home budgeting and a course on business management being organized. In addition the agenda for the neighborhood meetings is posted. The couple are interested to see that a series of demonstrations on leadership skills will be part of the upcoming meetings.

AGRICULTURE

In talking to the couple our visitor discovers that they are the owners of the farm he noticed on the way into Lorimor. At the couple's invitation he follows them out to the farm to see what's going on. The farmer is eager to tell about his experiments. He shows the visitor his new apiary and tells him how he has increased his profits by selling honey to the new processing plant just outside the town. He then takes the visitor to the hub of the farm - a large new hog finishing operation built with a long-term farm loan made to him by a group from the community who are promoting hog finishing operations as a way to increase farm income. On the way out the farmer shows him his new greenhouse in which he is raising fresh produce for local consumption and which has increased his income considerably.

SPIRIT

As our visitor prepares to leave Lorimor, he realizes that he has been deeply moved by the people themselves. He is aware that he has met a hardworking, unified people who possess confidence and pride in their community. He senses that something profound has happened to them. Their shared accomplishments seem to have produced mutual self-respect and self-reliance. He recalls the mixture of young and old in the mini-park as the elders shared their stories with the preschoolers. He is impressed by the dedication and energy. He is amazed by the amount of practical cooperation throughout the community. He recalls the vitality and sureness of the youth in sports and leadership of the meeting. He recalls an openness with which people greeted him and shared their experiences in rebuilding their community. Perhaps the visitor will say that these people display an unusual degree of community spirit. He wonders, "If this can happen in Lorimor, why not in other communities in the United States or in other lands?"

REPLICATION SCHEMES

LOCAL

The Lorimor Project described here is a Pilot Project. It is intended to be a living demonstration of the comprehensive socio-economic development of a rural community. This means that it is designed for replication in other communities. Even in the first year, replication could take place in other Iowa communities. Replications would involve six steps. The first step is the systematic sharing of results from the pilot project with other towns through speaking engagements by the Auxiliary staff of the Lorimor Project. Second, a visitation program is devised whereby leaders and residents of other communities visit the Lorimor Project site. Third, one-day, local community meetings are held where people from other communities meet to discuss the challenges of their community and formulate workable proposals. Fourth, concerned leadership is trained in the project methods at a Social Methods Institute. Fifth, in consultation with Institute staff, community leaders explore the implications of undertaking a Human Development Project. Finally, replication could be initiated with the assistance of residents of Lorimor and staff from the Institute in communities deciding to participate.

NATIONAL

A national replication effort could be of signal value for the towns and cities of the United States by giving concrete and constructive form to the movement towards self-conscious local responsibility for the social and economic well-being of every resident of a given neighborhood. It would benefit the nation as a whole in a number of ways; by engaging all human resources, by making use of existing physical resources, by increasing opportunities for minority groups, by making goods and services available to more isolated towns in rural America, by developing less costly community care structures, by releasing initiative at the local level and by increasing the vitality of inner cities in metropolitan areas. Demonstration projects could make neighborhoods of industrial areas attractive places to live and could thereby increase the effective use of land. The practical steps for such a replication effort would require a development effort similar to that described above to involve local people, recruit support from the private sector and interest public servants. Indeed, in the United States, these steps have already begun to take place in a number of different regions and by the completion of the Lorimor Project, there will be a very significant number of Human Development Projects in both the rural and urban areas of this country. Such Human Development Projects could demonstrate throughout the United States the recovery of the local community as a human environment.

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PERSONNEL

The replication of this project raises further issues about the necessary catalytic staff and the community training involved. The number of catalytic staff members needed for replication is proportionately lower than that of the pilot project. Creating a network of model communities across the state of Iowa and the nation would require a staff of about eight people for each community for a period of two years, or more. 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, but more important than this would be the deep concern of each staff member for the renewal of rural community life. Such core groups could be made up of people from both the public and private sectors. They could be people from Lorimor, Iowa, and across the nation, possibly including university students whose degree designs incorporate a year of field placement. The ICA could provide practical training institutes in comprehensive community development methods for such local replication forces. Such training institutes would be at least one month in length and accommodate fifty to sixty trainees. Classroom work would be involved but most of the time would be used for practical field training in the pilot project and local replication experiments.

FINANCES

The staff of the Human Development Project could provide training resources for replication in other locations throughout the state of Iowa and the United States at minimal costs. The program budgets for each replication project are built on the basis of local necessity and can be supported to a large degree by allocated funds made available through both the normal channels of public and private support and through long-range loans. Local people in each situation could participate directly through contribution of time and effort as well as through direct cash. This support is expanded by the successful accomplishment of the Human Development Project in progress.

VI

SUPPORT SYSTEMS

LORIMOR

For over a year, the Institute of Cultural Affairs surveyed many communities throughout the Midwest USA in anticipation of a possible pilot Human Development Project. The community of Lorimor was finally selected for several reasons. First, its location makes it a site easily accessible to visitors from around the world who wish to see a demonstration of effective rural development. Second, the community's well defined boundaries make it easily identifiable as a demonstration. Third, Lorimor is a classic example of rural problems in the United States: declining population, fewer young

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people remaining in the community, capital outflow and lack of employment opportunities within the town proper. A successful pilot project in such environs would signal possibility to towns and villages all over the nation. Fourth, both public and private sectors have expressed a keen interest in cooperating with such a rural development effort in the Midwest region. Fifth and most important, the local residents and their leaders are ready to move immediately toward the socio-economic development of Lorimor.

STAFF

The Institute of Cultural Affairs is ready to continue providing the consultant services necessary to support the work of the Lorimor Human Development Project in the coming year. This means assigning staff to serve as the project auxiliary. The skills and experience of the auxiliary will be intensified by a systematic interchange of information with staff and local participants in Human Development Projects across the world. Assigned staff will continue to live in Lorimor and work fulltime in the project. The expenses of the staff have been written into the various programs in which they will be directly involved.

SUPPORT

The financing of the Project is to be handled primarily by assigned personnel on the auxiliary staff working in teams with the community leadership. By working with the guardian network they will be in a position to seek support from both the public and private sectors. The funding objective for the coming year will be to broaden the base of support for Lorimor and to increase the support of corporations, agencies, foundations and individuals who have contributed their resources in the past. 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 be recreating the financial foundations of the community and lessening its dependence on external monies.

CONCLUSION

The Lorimor project is one of sixteen human development efforts initiated in consultation with the Institute of Cultural Affairs in the United States. Australia, India, Indonesia, Kenya, Canada, Wales, Malaysia, Japan, Nigeria, Zambia, the Marshall Islands, Hong Kong, The Republic of China, the Philippines, South Korea, the United Kingdom, Italy, Egypt, West Germany, Chile, Brazil, Jamaica, Guatemala and Venezuela are also project areas. The ICA anticipates that the Lorimor Human Development Project will be of service to the United States as one of many signs already present in this nation that rural communities are being renewed by local people.

Fiscal Year 1978

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Key: 1.0 = \$1,000

breakdown programs	Capital Costs	Salaries			Operating Expenses		Total
		Part Time	Full Time	Fees	Exp.	Travel	
1 Intensive Agriculture Enterprise	27.0	-	16.2	1.8	22.9	2.4	70.3
2 New Industries Complex	125.0	14.4	16.2	1.2	5.7	2.4	164.9
3 Commercial Support Service	47.8	-	14.4	3.6	6.0	2.4	74.2
4 Housing Expansion Project	673.0	43.2	23.4	3.6	9.0	1.8	754.0
5 Public Service System	242.8	-	7.2	2.4	3.6	1.2	257.2
6 Lorimor Identity Campaign	29.2	4.2	-	-	8.2	1.8	43.4
7 Downtown Showcase Project	78.2	-	7.2	2.7	5.4	1.2	94.7
8 Social Activities Design	2.8	3.6	-	-	3.0	1.2	10.6
9 Community Services Center	8.9	-	14.4	-	4.1	1.2	28.6
10 Early Learning Academy	9.1	-	7.2	1.2	6.3	2.4	26.2
11 Adult Skills Institute	3.5	3.6	-	1.8	4.1	2.4	15.4
12 Youth Opportunities Corps	1.2	3.6	-	-	.9	3.0	8.7
13 Volunteer Work Force	10.7	10.8	-	-	7.8	2.4	31.7
14 Lorimor Community Association	3.6	-	-	-	8.7	2.4	14.7
Total	1262.8	83.4	106.2	18.3	95.7	28.2	1594.6

LHDP

PROJECTED COSTS
over four years

Plate 6B

ICA Consultants

Key: 1.0=\$1,000

years programs	I	II	III	IV	Total Cost
	FY 1978	FY 1979	FY 1980	FY 1981	
1 Intensive Agriculture Enterprise	70.3	443.9	12.0	11.1	537.3
2 New Industries Complex	164.9	65.4	19.0	8.7	258.0
3 Commercial Support Service	74.2	27.0	5.1	-	106.3
4 Housing Expansion Project	754.0	526.2	-	-	1280.2
5 Public Service System	257.2	214.0	1.2	1.2	473.6
6 Lorimor Identity Campaign	43.4	17.1	7.7	5.3	73.5
7 Downtown Showcase Project	94.7	23.8	-	-	118.5
8 Social Activities Design	10.6	8.7	4.4	4.1	27.8
9 Community Services Center	28.6	21.3	10.7	9.2	69.8
10 Early Learning Academy	26.2	18.0	10.1	10.1	64.4
11 Adult Skills Institute	15.4	12.4	6.4	6.4	40.6
12 Youth Opportunities Corps	8.7	8.1	3.8	2.7	23.3
13 Volunteer Work Force	31.7	13.7	9.0	4.9	59.3
14 Lorimor Community Association	14.7	5.1	1.8	1.8	23.4
Total	1594.6	1404.7	91.2	65.5	3156.0

PROJECT FUNDING FLOW CHART

toward local self-sufficiency

ICA Consultants

Key: 1.0 = \$ 1,000

items		years	year one	year two	year three	year four	Four Year Totals
Funds Injected and Stimulated	Outside Funds	Public	265.0	200.0	50.0	35.0	550.0
		Private	194.6	104.7	31.2	25.5	356.0
		Total	459.6	304.7	81.2	60.5	906.0
	Local Funds	Contributions	135.0	100.0	10.0	5.0	250.0
		Loans	1000.0	1000.0	-	-	2000.0
		Total	1135.0	1100.0	10.0	5.0	2250.0
	Total		1594.6	1404.7	91.2	65.5	3156.0