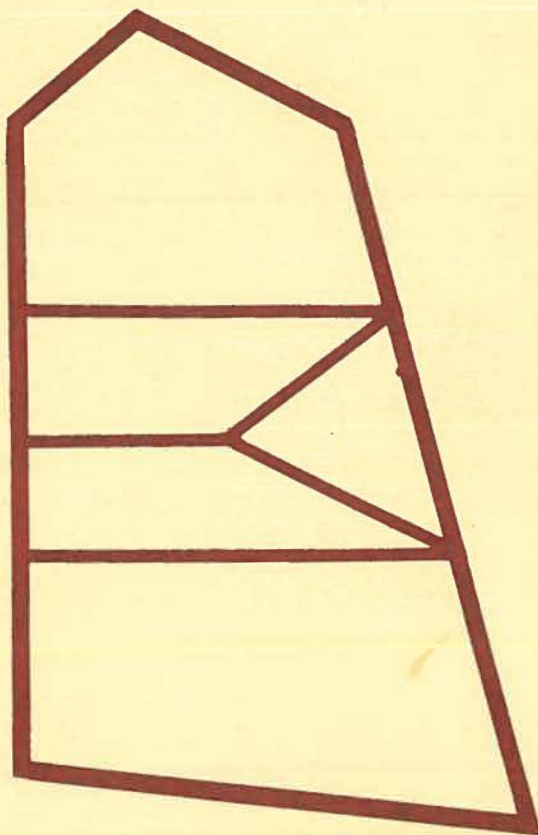


PISINEMO

HUMAN DEVELOPMENT PROJECT



CONSULTATION SUMMARY STATEMENT

October 1978

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PISINEMO 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

Project Summary Sheet
Project Description & Goals
Project Funding Plan Sheet

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PROLEGOMENA

I

THE LOCATION

PHDP

The Pisinemo Human Development Project was the initiating step in a comprehensive community development project by the people of Pisinemo. Pisinemo is the name of one of the eleven districts on the Papago Reservation in southern Arizona and also the name of the chief village of that district. The Papago word "pisinemo" means "buffalo head" and refers to the gift of a buffalo head that was once made to the people of the village. The Pisinemo Human Development Project involves both social and economic development in a comprehensive approach. It was begun through cooperative effort of the district villages' residents and the District Council in conjunction with the Institute of Cultural Affairs. Their intention is to develop a local economic base, to refashion the local environment and to further the social self-reliance of the community. Designed as a demonstration of methods, this project can be reduplicated on other reservations and in rural communities.

AMERICA

The United States of America has always been known among governments for its dramatic experimentation with applied democracy. The development of the nation's vast resources has taken place at considerable cost to both its native residents and newly arrived immigrants. Throughout its history, however, it has been a unique combination of multicultural peoples aggressively seeking the betterment of life and the maintenance of basic freedoms. The United States is now entering a new period in its history. After a decade of civil turmoil and increased criticism abroad, the nation is experiencing a fundamental reevaluation of traditional structures. As the decade of the 70's draws to a close, recurring issues are gathering momentum: protection of the environment, honest government, fiscal responsibility, effective education and perhaps most critical, the role of the people in determining the future. The emergence of political movements among Blacks, Chicanos, American Indians, women and elders has focused the nation on inventing a new, genuinely participatory democracy. Those who are concerned with refocusing national vitality and purpose are increasingly aware of the struggle for responsible change at the local level and the power of citizens' participation. Public meetings and workshops, citizens' committees and boards and other means of forging authentic

consensus on community issues and solutions are taking place in urban, suburban and rural communities alike. 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."

SOUTHWEST

Southern Arizona is a desert land comprised of flat, arid plains with sparse vegetation, interrupted by starkly majestic mountain ranges which rise about two thousand feet above the surrounding plains. Mesquite, creosote bushes and cactus dot the windswept plains and saguaro cactus rise on the slopes of the intervening mountains. At about the beginning of the Christian era, a people called the Hohokam immigrated to the area from the south, bringing with them their agricultural skills. Soon the river valleys of the Salt River and the Gila River were interlaced with over 125 miles of irrigation canals. Portions of these people moved into the surrounding desert areas where farming was adapted to the annual southwest monsoon season's wind and rains. This area enjoyed an uninterrupted period of growth and development for over a millenium until a people from the north, known for their advanced construction of houses over one story high, moved into the Hohokam villages and built a number of these great houses. Within a short period of time they abandoned their houses and continued their migration. In 1687 the Jesuit Father Kino arrived and began his mission to the Papago/Pima peoples. In his short time in the area until his death in 1711, he traveled throughout the area establishing missions, teaching residents how to make and build with adobe, to sow and thresh wheat, to plow and to tend cattle. He stocked each of the missions with cattle, horses, goats, sheep and poultry. The introduction of cattle freed the people from the rigors of hunting; but, also made them the targets of the rising Apache nation. The Apache wars dominated the next two hundred and fifty years, until the Apaches were defeated by the United States in 1874. During this time, the rich agricultural valleys of the Salt and the Gila were devastated and the advanced farming practices abandoned. In order to obtain the route used by Americans following the discovery of gold in California in 1849, the United States bought the Gila River Valley and the desert region to its south in the Gadsden Purchase from Mexico in 1853. The first reservation for Indians was created in 1874. Subsequent acts of Congress added both acreage and sites to the reserved lands until the present 2,855,874 acres were set aside for the Papago at the reservations of Papago, San Xavier and Gila Bend to the west and south of Tucson. The Papago Reservation is the largest of the three with 2,744,370 acres. In 1955, mineral rights as well as surface rights were given to the Papago. By 1933, the government dug a number of deep water wells which allowed the annual migration between the "field villages" of the plains and the "well villages" of the foothills to be gradually discontinued. Today, drought and intensive irrigation to the north have lowered the water table, making agriculture more difficult. On the Papago

Reservation, almost all earned income comes either from sale of cattle or from government jobs. Numerous agencies, including the Bureau of Indian Affairs, the Tribal Council, state agencies, and federal agencies, offer a variety of economic, social and cultural programs. There has been a significant upsurge in Congressional activity affecting Indians over the past ten years. These shifts, coupled with special jurisdiction by state governments and private service agencies, create great complexity in the services, laws and administration of the reservation. It has become obvious that funds alone cannot create the sense of social participation which existing programs intend.

PISINEMO

Pisinemo is one of eleven districts of the Papago Reservation in southwestern Arizona. The district includes the three villages of Pisinemo, San Simon and Santa Cruz. The people are members of the Papago tribe. The name "Papago" was given to them by other tribes and is derived from the ancestral farming practices and their gathering of tepary beans as a major element of their diet. Their name for themselves "Tono O'odtham" means "Desert People." The major village, Pisinemo, is two hundred years old, although its location has shifted several times in search of water. The district is comprised of the Quijotoa Valley and the Kom Vo Valley through which water rushes during the July and August thunderstorms of the monsoon season. The rest of the year these are dry. The project area is bounded on the east by the Sierra Blanca Mountains and the Quijotoa Mountains which rise two thousand feet above the valley floor. To the southwest are the Mesquite Mountains. Rainfall in the district is about six inches annually. Summer rains are localized and sporadic, producing half of the annual rain as numerous flash floods. Winter rains are steady and slow. During the summer months temperatures are commonly over 100 degrees F. On the eastern horizon rises the sacred mountain, Baboquivari. State Highway 86 passes through the northern portion of the district where San Simon is located. Pisinemo is twelve miles to the south on a paved reservation road, number 21. Santa Cruz is five miles further south. The people are Catholic, attending Mass at the church of each village. Staffed by the Franciscan Fathers since 1928, the current church in Pisinemo is a striking architectural monument with murals both inside and out and a unique mobile and other embellishments.

The project area encompasses approximately one quarter million acres, the majority of which is valley floor. The population of the district is presently estimated to be 501 with 283 living in Pisinemo, 142 living in San Simon and 76 living in Santa Cruz. The Reservation center of Sells is one hour's drive to the east. Phoenix, the State Capitol, is 140 miles to the north. There has been a mission school operating in Pisinemo for the past fifty years, serving about 60 students a year. In 1976, the Bureau of Indian Affairs opened a modern school facility in San Simon for grades 1 through 6, with the mission school of San Jose in Pisinemo

BASELINE

now holding classes for grades 7 and 8. A Headstart Program holds classes at the community center during the school year in Pisinemo. High school students either ride the bus to the public high school in Sells or attend boarding school in Phoenix or elsewhere. In a 1967 survey of residents, 19 percent indicated less than first grade education, 18 percent indicated grade eleven or twelve as the highest grade, and none indicated college or other higher educational training. The majority of houses are constructed of adobe with plaster facades to protect the adobe from the occasional rains. Ten new homes have recently been constructed by the Papago Housing Authority. In 1973, average annual per capita income amounted to \$823. Official unemployment for the reservation in 1973 was 40.4 percent, while unofficial estimates indicate that it might be as high as 70 percent. The district is serviced by a modern mobile health unit with telemetric capabilities for relaying information to the hospital in Sells for analysis. It makes weekly visits. All three communities have wells. San Simon and Pisinemo have electricity while Santa Cruz does not. A sewerage system has been installed in Pisinemo, but the majority of homes have not yet been hooked into the system. There are three telephones in Pisinemo which are on the same party line of several numbers. The Trading Post in Pisinemo is well stocked. Radio and television reception is from Tucson. The tribe operates a bimonthly newspaper. Tucson is the closest airport, 115 miles to the east.

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 ICA is a not-for-profit tax-exempt corporation registered in the United States. Convinced that effective human development begins at the local level, the Institute 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-nine 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.

Since 1963, the consulting staff of the Institute has been working in Arizona with people concerned with the reformulation of

ORIGIN

community life on the local level. By September, 1972, a resident staff had been located in Phoenix. Members conducted training programs throughout Arizona and New Mexico and coordinated a number of experimental projects which applied practical methods of socio-economic development to a variety of social situations. Beginning in 1974, an intensive program of one day community forums made it clear that a pilot program of comprehensive community development was needed as a demonstration of what is possible. In September, 1977, such a forum was held in Santa Rosa for Papago Education Department. In May, 1978, and the months following, there were several meetings with the Pisinemo District Council to discuss a possible project in the Pisinemo District. In September, an invitation was extended to the ICA to begin a Human Development Project there. Planning for the week-long Consult included entertainment, food, and physical arrangements committees and the acquisition of staff housing by the district. In preparation for the Consult, a newsletter was written and distributed, a youth group painted public facilities, and a "Town Meeting" forum was held with the Pisinemo students. Institute staff moved into the community in September, 1978.

PARTICIPANTS

The Consult took place in Pisinemo, October 8-14, 1978. There were 100 consultants, most of them residents of the project area. Approximately 200 additional residents were indirectly involved through the field work contacts. Each day, consult teams spent many hours visiting and talking with local people in Pisinemo and with public and private sector people in outlying areas. The 22 nonresident consultants came from Malaysia, New York, Michigan, California, Illinois, Arizona, Oklahoma, Utah, New Mexico, Indiana, Ohio, North Dakota, Colorado and Wisconsin. In addition, participants came from four other Human Development Projects: Inyan Wakagapi in North Dakota; Charlotteville in New York; Indiahoma in Oklahoma; and Richgrove in California. Visiting consultants represented both the public and private sectors and attended the Consult at their own expense. The expertise represented by these people covered a broad spectrum including numerous aspects of education, business, medicine, anthropology, nutrition, ceramics, photography, law, public health, sanitation, landscaping, horticulture, agriculture, blacksmithing, electrical engineering, veterinary medicine, civil engineering, community organization and governmental agencies. Expertise from Pisinemo including farming, basket weaving, education, ranching, brick making, construction, and various trade skills.

The 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 Pisinemo. 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

DESIGN

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 consultants' time was divided between work as teams in the field interviewing residents, investigating resources, and studying alternative possibilities and workshop sessions and plenary gatherings in which the accumulated data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist residents of Pisinemo in accelerating the impact and empowering the expansion of the project in the community.

IMPACT

Pisinemo residents were eager to begin the Human Development Project. Both youth and adults turned out in force to cook, paint, repair and to construct the meeting areas. A Papago artist designed the various signs announcing the Consult. A village scroll was used during registration announcing the launching of the Project. Throughout the week consultants were invited into homes and found responsive people with a keen sense of humor. Team sessions swelled in size every evening as residents returned from work and participated in seeking solutions to their common problems. The constant presence of children lent a festive atmosphere to the work of the Consult as they met as a group to do work projects for the community. Three hundred people sat down for the opening feast with entertainment groups singing during the meal. Tribal dancing began after the meal and lasted until midnight. Comments during the feast were on the transformed atmosphere of the meeting spaces with parachutes, table decor, flowers and grids of other Human Development Projects. During the week, one of the residents said, "I've lived here all my life and I never realized we could do so much." Residents appeared at breakfast and stayed under a very hot parachute all morning discussing the real consensus of the teamwork of the night before. At the closing feast, several residents made speeches on the great experience of working together with another culture and being able to write down the precise meanings of words. The change in the story of Pisinemo's future was illustrated in the presentation of a T-shirt painted by two residents. The T-shirt included symbols of the rising sun of a new day; the sacred mountain, Baboquivari; Indians dancing; and words "Pisinemo, San Simon, Santa Cruz: Stand Tall."

FOLLOW-UP

The task following the Consult is to initiate implementation of the tactics which are focused in the Actuating Program reported in this document. The first task is to hold ongoing meetings of local leaders, Pisinemo Consult participants and other interested community people to plan program implementaries. The second task is to conduct special training sessions for local residents responsible for major aspects of the project. The third task is to continue and to expand relations with the public sector. Also necessary is development of support systems in the private arenas with the

business communities of Tucson and Phoenix and within the professional business communities of the United States. Finally, project initiation requires residence of a catalytic staff in the community to begin training and building incentive that will raise a community-wide sign.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community provides the elements required for a Human Development Project. In the past 27 years, the Institute of Cultural Affairs' work in the urban neighborhoods, suburban towns and rural villages across the globe has confirmed there is readiness and need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any type community; a site has maximum demonstration potential when it is representative of other situations, is visible and accessible. Second, a potential location will be characterized by apparent hopelessness and the absence of community projects. A project in the midst of visible human suffering dramatizes the possibility of dealing with human need. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning. Creative interplay of local and outside viewpoints assures local authenticity and global relevance. Fifth, it is necessary to discern immediately the viability of the systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the pilot's demonstration power and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained, independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second, schemes increasing money flow into the community need to be devised, such as increasing production of raw materials and goods sold outside the area, employing local residents, enticing nonresident shoppers, borrowing money and extending credit lines, using state and federal funds and, in some instances, soliciting special cash grants and donations in-kind. Third, externally injected funds must be retained in the community as long as possible. This can be done by producing locally many of

the consumable goods and services needed 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 crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community's own economy must be strengthened, it must also function in harmony with more inclusive economic realities on the municipal, state, regional, national and international levels.

SOCIAL

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

ACTUATION

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, 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 provide sustained support for the whole project as well as its specific parts. Second, 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 community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods, the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programs are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross-section of the whole community, thereby building the cooperation vital to effective results in every program arena within a period of six to twelve months. Although the acceleration and stabilization of leadership training and program implementation must be phased over a number of years, dramatic signs

of socioeconomic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

IV

THE APPLICATION

DOCUMENT

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

PRACTICALITY

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

PART ONE

THE OPERATING VISION

VISION

The first task of the Consult consisted of objectifying the Operating Vision of the future shared by the people of Pisinemo. 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 of these are deeply a part of 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 it, can local community development occur. The process of objectifying this vision in a formal model is lengthy because of its initially latent nature. This is explained in part by the fact that no community alone can grasp its own vision. It was only when the subjectivity of the local residents of Pisinemo was confronted 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 a whole day in the villages becoming generally familiar with the community. In addition to an overall survey, each team was assigned to investigate closely a specific aspect of community life: agriculture, business and industry, services and environment, social development, and education and heritage. The teams covered all three villages, conversed informally with local residents, visited the desert grazing lands, surveyed community facilities and were hosted by local residents in their homes. Through these activities, consultants were directly or indirectly in contact with almost all of the local 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 150 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 Pisinemo. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the Consult.

RESULT

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three master categories indicate the overarching dimensions of the vision of Pisinemo. Section A, entitled "Toward Developing Economic Foundations," reveals the citizens' longing to obtain more and higher paying jobs and to fully utilize the desert land around them. Section B, entitled "Toward Fashioning Local Environs," reflects the community's desire to provide new district services, to upgrade the physical space, and to focus the corporate style of the village. Section C, entitled "Toward Furthering Social Self-reliance," shows the people's intention to deepen the common life and ensure practical training. The chart is further broken down into seven master categories within which there are 21 components; these components are further subdivided into 84 items, each of which represents a specific dimension of the community's Operating Vision. These items form the substance of the vision held by the people. The three central categories deal with District Services, Physical Renewal, and Corporate Style. Of equal importance are the remaining four, two of which deal with economic foundations: Agricultural Development and Employment Base; and two of which deal with social self-reliance: Common Life and Practical Training.

FOUNDATIONS

One of the central concerns in Pisinemo is the effective use of its natural resources and an increase in employment possibilities. Agricultural resources can be increased by the systematic cultivation of food and fodder. Creating more boundaries and more productive grazing land was a large item in the vision. A concern was to better the effectiveness of the present runoff catchments and to install appropriate irrigation. In terms of modern ranching, the concern was to create a feeding station with regular food purity and protection regulations as well as the increase in wild game hunting on the reservation. In the field of creating an employment base, the community wanted more job opportunities within the villages. A deep concern was in accelerating different retail businesses and reinforcing cooperative efforts in maintaining economic necessities.

ENVIRONS

In the category of fashioning local environs, public utilities are seen as crucial to modernizing the villages. Roads, telephones, transport and trash collection all play a large part in this vision. Citizen security with regular police and fire patrol; home necessities, such as water, electricity and plumbing; and health care with an emphasis on emergency care were all dreams of special interest. Physical Renewal was a repeated demand, especially in rebuilding village facilities, beautifying both public and private areas, and installing notice signs that identify and promote the dignity of Pisinemo. In corporate style, it was suggested that more community groups needed to be organized to enable a larger consensus among the age groups. Sports and recreation areas were seen as needing to be expanded. A new arena was articulated in the field of information dispersal throughout the community on a

regular basis. A special aspiration in Pisinemo is the recovery of the family through leisure time activities and events for the entire family.

SELF-RELIANCE

The third major area reveals the need for furthering social self-reliance by creating a new common life and expanding practical training in the villages. The people wish for a new community center with events and equipment. Another desire is to rebuild traditional structures of the Papago people with feast houses, dance halls, heritage pavilions and visible landmarks. Cultural activities in general were part of the common vision. Both skills that are traditional and stories and symbols from the past were commented on in this session. In practical training, the community looks forward to the revitalization of formal curriculum in the schools for both children and adults. Another category of education included functional learning in such arenas as bookkeeping and finances, community cooking in nutritional ways, craft classes beyond traditional skills and teacher training for those involved with children.

OPERATING VISION CHART

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

ICA Consultants

Plate 1

A - toward DEVELOPING ECONOMIC FOUNDATIONS foundational sustenance			B - toward FASHIONING LOCAL ENVIRONS physical development					C - toward FURTHERING SOCIAL SELF-RELIANCE structural support		
AGRICULTURAL DEVELOPMENT I		EMPLOYMENT BASE II	DISTRICT SERVICES III	PHYSICAL RENEWAL IV	CORPORATE STYLE V	COMMON LIFE VI	PRACTICAL TRAINING VII			
maximizing AGRARIAN RESOURCES	systematic cultivation	enhancing OCCUPATIONAL OPPORTUNITIES	roadside tourism	amplifying PUBLIC UTILITIES	trash collection regular transportation	recreation arena	open meetings PTA organization	meeting rooms	high school	
	grazing land		women's skills		paved roads					dwelling appearance
	runoff catchment	accelerating BUSINESS ENDEAVORS	resident jobs	supporting CITIZEN SECURITY	telephone increase	building construction	bettering SPORTS AREAS	swimming pool lighted courts	cultural enrichment	preschool complex
	appropriate irrigation		processing plantation		volunteer firefighters					
advancing MODERN RANCHING	feeding station	standard provisions	retail stores	expanding BASIC NECESSITIES	running water	landscaped park	home advisors career	heritage pavillion	strengthened curriculum	
	protection regulations				convenience enterprises					electricity availability
	game hunting	quality control	expertise sharing	fostering HEALTH CARE	indoor toilets	honoring plaques	counseling weekly chronicle tv booster	rebuilding TRADITIONAL STRUCTURES	dance hall	graduate equivalency
					materials access					
	food grading	dependable market	emergency care	emergency care	alcohol treatment	exhibiting NOTICE BOARDS	facilitating LEISURE RELATIONSHIP	deepening CULTURAL ACTIVITIES	symbols creation	community cooking
		drug rehabilitation	drug rehabilitation	organized caretakers	welcome billboards	family events	basket weaving	teacher training		
				drug rehabilitation	identifying signboards	field trips	transmitted legacy	elementary finances		

PART TWO

UNDERLYING CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Pisinemo. 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 Operation 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.

CONTRADICTIONS

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 121 pieces of data were then organized into a comprehensive set of nine Underlying Contradictions facing the people of Pisinemo.

PROCESS

RESULTS

As the accompanying chart (Plate 2) indicates, nine foundational contradictions were discerned. Under these 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 criteria 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 three over-arching groups of contradictions. The first two contradictions stand together with 38 items which constitute 31% of the 121 separate items in the whole chart. The next 3 contradictions combined drew 33% of the total responses. Contradictions six through nine taken together accounted for 36% of the total. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first grouping underlines the importance of launching new economic ventures and reinforcing the unique social gifts of the people. The second grouping indicates the community's struggle with rapid decision making and aggressively seeking its goals without losing the consensus making ability and tranquillity of the traditional Papago culture. The final grouping points to the necessity of a people being given opportunities for significant engagement. The entire set of nine contradictions provides a basis for proposals. The following pages contain a concise, one paragraph statement of each contradiction.

UNDERLYING CONTRADICTIONS CHART

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Plate 2

I THE SUBSISTENCE PLANNING FOR ECONOMIC GROWTH IN PISINEMO	II THE TRANSITIONAL DISRELATIONSHIP OF TWO HERITAGES IN PISINEMO	III THE PROTRACTED PROCESS OF DECISION MAKING IN PISINEMO	IV THE RESTRICTED LEVERAGE IN EXTERNAL RELATIONS IN PISINEMO	V THE SPORADIC DELIVERY OF ESSENTIAL INFORMATION IN PISINEMO	VI THE LIMITED AVAILABILITY OF CAPITAL RESERVES IN PISINEMO	VII THE RANDOM DESIGN OF VILLAGE SPACE IN PISINEMO	VIII THE MINIMAL MARKET FOR LOCAL SKILLS IN PISINEMO	IX THE NARROW RANGE FOR LEADERSHIP PROWESS IN PISINEMO
Short range goals	Disintegrating household structure	Disenfranchising meeting schedules	Restrictive preschool program	Uncomprehended school complexity	Prohibitive construction cost	Vague town boundaries	Paralyzing mechanical failures	Reluctant invested leadership
Failed financial ventures	Vacated elders role	Prolonged deliberation process	Bureaucratic housing authority	Sporadic Transportation system	Expensive farm machinery	Accumulated junk parts	Absent apprenticeship training	Crippling Government dependency
Grandiose business expectations	Static traditional environment	Inhibited public dialogue	Belated plumbing installation	Underemphasized educational communications	High interest rates	Haphazard street designs	Drained community skills	Chaotic TWEPE conditions
High production costs	Overlooked cultural opportunities	Insufficient resident involvement	Destructive sonic booms	Erratic news dissemination	Costly indoor plumbing	Trash covered spaces	Inappropriate job training	Uncoordinated public transport
Unidentified saleable products	Diminishing heritage experiences	Vague future plans	Three telephone lines	Isolated family life	Exorbitant phone installation	Confused mail delivery	Decreasing agricultural opportunities	Disjointed employee enablement
Truncated entrepreneurial research	Broken generational communication	Ongoing community dissensions	Weak political influence	Inaccessible written materials	Vulnerable adobe buildings	Unnamed corporate space	Prohibitive transportation costs	loose job supervision
Immediate planning style	Decreasing conventional festivities	Dissipated leisure time	Undetermined Governmental entree	Multilocated service information	Overextended village vehicles	Unkept private property	Few licensed electricians	Fragmented councilman training
Undeveloped natural resources	Interrupted customary events	Lax child supervision	Little reclamation funds	Intermittent library use	Excessive renovation price	Bug attracting lighting	Untapped electrical skills	Intimidating authority images
Few available buildings	Ignored aged wisdom	Scant youth activities	Small investment capital	Assumed childcare needs	Absent credit accountability	Rampant desert washes	Education motivation inertia	Inhibited individual initiative
Narrow marketing practices	Supplanting Papago tradition	Common alcohol abuse	Conflicting spending priorities	Scant pest control	Low spendable income	Outdated house arrangement	Minimal job opportunities	
Mixed grazing success	Marginal elderly care	Inhibiting peer pressure	Erratic official contacts	Meager tourist trade	Unavailable heavy equipment	Building use friction	Meager skilled labor	
Neglected pasture management	Hiding mental problems	Avoided needs prioritization	Debilitating welfare mindset	Deficient language ability	Poor community travel			
Restrictive animal husbandry	Limited O'Ohtam literacy	Confining recreational buildings	Recurring unkept promises	Impractical adult education				
Single yearly crop	Unappropriated landscaping potential	Detached police protection						
Minimal irrigation research	Lost ancient mythology							
Untested soil fertility	Rejected tribal ancestry							
Variable ground water	Declining rodeo skills							
Inappropriate farming methods	Imbalanced nutrition customs							
Confined crop selection								
Rudimentary cultivation procedures								
20	18	14	13	13	12	11	11	9
			11					

CONTRADICTION I

Subsistence Planning for Economic Growth

The first contradiction addresses the need of planning for economic growth. Today the world is conscious of the limits of our natural resources. Many demands are made upon those resources in terms of how they will be used, at what rates and for whom. As a result the world today is increasingly turning to self-conscious planning for managing these increasingly scarce materials. For two thousand years the Papago people have survived in a harsh desert land by utilizing the renewable resources of the desert. While their economy was one of subsistence, it was based on the premise that the desert would provide for basic needs. The introduction of the Western life style over the past several generations has significantly accelerated the Papago's material aspirations and subsequent needs. As a result the surroundings no longer supply the growing desires of the people of Pisinemo while the planning process is still directed toward the old economy. Increased off-reservation use of water and drought coupled with a growing number of cattle owned by local residents has led to severe overgrazing of the land. The practice of single cropping on flood plains which sustained people in the past is no longer competitive with crops grown with modern agricultural techniques. Baskets which were traditionally woven for extended home use are now best utilized as home decoration items. However, the old practice of applying the use of the basket immediately to meet a particular need has continued as the mode of marketing. Women sell their baskets to a wholesaler in order to get immediate use of cash and have, therefore, received a lower price than would be possible by waiting to sell directly to the consumer. Likewise, cattle sales have been made to a limited number of buyers resulting in a buyers market. Allowing cattle to roam the open range untended has not taken advantage of modern practices of increasing yields. Unless the people of Pisinemo are released from the pattern of day to day thinking which assumes that the land is sufficient to care for their needs, there is little possibility for the community to establish a viable economic base which is competitive in the 20th Century.

CONTRADICTION II

Transitional Disrelationship of Two Cultures

The second contradiction is concerned with the disrelationship of the Papago tradition and the Western culture. Local villages are reaching for historical roots relative to the journey of their people in a particular location and the growth of unique village

customs and practices. However, the traditional customs of a cohesive society do not easily transfer to the continuously changing, present day society with its complex demands and varying relationships. Villages in all parts of the globe are sensing the importance of tradition but at the same time experience it as irrelevant. They are caught up in the technological values of the present scientific age while sensing that today's life style is not complete without the social values found in a strong cultural heritage. In Pisinemo, the old pattern of living off the land, having a self-sufficient household clan and maintaining historical stories through dance, crafts and songs are not effectively appropriated in today's society. Not seeing the value in learning the old skills, the youth rebel against them. Skills that are transmitted, like basket weaving, no longer have the same functional purpose, thereby losing significance. Traditions that made sense in a stable society, like total community consensus on common issues, hinder the progress of a more rapidly moving life style that demands faster decisions about complex issues. The traditional style of expensive celebrations and the sharing of all resources with the extended family does not lend itself to accumulating savings for long-term needs that have become necessary to succeed in 20th Century living. Until the people of Pisinemo can discern the values of their heritage and can transmit them into relevant customs for this century, the community will continue to either reject tradition altogether, thereby losing cultural cohesiveness, or to remain isolated from the benefits of modern times.

CONTRADICTION III

Protracted Process of Decision Making

The third contradiction lies in the arena of community polity. Villages across the globe are claiming the right to local autonomy and are becoming more aware of the need for effective ways to make decisions. Methods are needed which allow every resident to participate in the decision making process while allowing these decisions to be made in response to perplexing societal structures. Historically, the gift of the Papago people has been their polity process of unanimous consensus on any issue. Although this process still exists, the accompanying village internal structures which once made it effective are no longer strong. Today there are few occasions that allow the whole community to participate in decisions related to current community or village life or the planning of the future. In Santa Cruz the residents do not have formal or informal structures within the community for building a consensus on community issues. Because the residents have not formally decided as a community to have electricity installed, the village remains without it. Essential services which were

installed without unanimous consent of the villagers have never become an integral part of the community's life or responsibility. When wells were dug originally by the United States government for villages, the decision was not decided upon through the traditional village polity structure. As a result, the residents have not seen the maintenance of the water system as part of their responsibility. The changes taking place in 20th Century life style prevent people from being available at a common time for meetings and the old mode of decision making has become a definite handicap. Decisions are often deferred when one man is ill or out of the community which may allow critical issues to be dealt with over long periods of time. Not only does this mean that important areas of community life are left untended, but also the interest of residents begins to decrease. Several years ago money was made available to the District to build a youth center. However, the exact plans and means for getting the center built were not formally decided at a council meeting. As a result the youth center still awaits construction. Until the decision making structures of Pisinemo evolve to include the bewildering complexity of community life, the social and economic growth needed for the well-being of the community will be long delayed.

CONTRADICTION IV

Restricted Leverage in External Relations

The fourth contradiction is in the arena of the community's ability to fully utilize the external resources available to it. The increasing consciousness of American society of its responsibility for the Native American has made available numerous services and sources of expertise. Large corporations, prompted by federal minority rights ruling, are actively seeking ways to employ Native Americans in the Southwest. Pisinemo residents, however, have not developed the skills nor the style to develop those relationships within the bureaucratic and political structures that will facilitate easy availability of those services. Unfamiliarity with agency offices often results in many trips between offices being made before the proper authority is found. Often that office is not found before the day is out. Inability to cut through red tape means a slow wait for one's name to reach the top of the list. Air Force jets use the sky over Pisinemo for training missions. Complaints of cracked walls, broken plaster, broken windows and spooked cattle following the frequent sonic booms are unheard, reinforcing the image of impotence before government structures. Inability of residents to communicate their desires and priorities within the context of governmental and business nomenclature and the inability of governmental representatives to comprehend Papago values and styles result in unrealistic appropriations with

resultant program failures. Few external advocates result in appropriations going to districts with stronger advocacy networks. Until the people of Pisinemo can develop strong ongoing relationships with a number of advocates within government agencies and within the private sector, externally funded programs will continue to be ineffective in realization of Pisinemo's aspirations.

CONTRADICTION V

Sporadic Delivery of Essential Information

The fifth contradiction is in the arena of information distribution. Life in the 20th Century involves complex technical instructions and information for even the most simple daily routines. Channels for a smooth flow of information are in a transitional stage everywhere in the world. In order to become familiar with the overwhelming amount of data, agencies have moved toward centralization of information. However, the dissemination channels for this information are not yet adequate for the task required. In the past the cultural patterns of the Papago people ensured effective delivery of information through the oral tradition. In a stable community major pieces of information were delivered to the whole group in a formal setting such as a council meeting. Today's complex information, requiring more immediate decisions, is directed toward individuals rather than the whole tribe. The traditional oral patterns of dissemination of information no longer work. With the additional isolation of Pisinemo within the Papago Reservation, there is no central place, time, or body of people that can enable data to reach the community and be adequately dispersed. Particular irritations in this arena concern the Post Office. Many residents are known by several names, have two locations as an address or live in household groupings with others of various interrelated surnames and relationships. All of this compounds the problem of mail delivery. Another issue has been the departmentalization of the various agencies that serve the Indian population. During the Consult, it took one team composed of local residents and government administrators a full day, visiting five different offices, to find the appropriate agency to get lights hooked up for a basketball court. Detailed information on agency location and purpose simply does not get distributed to the Indians. Many of these same agencies have large constituencies to cover and are, therefore, often unfamiliar with the specific needs of a given community. At the same time Pisinemo residents experience that a "basketful of services" is offered to them without knowing how to use these services to their advantage. Often, educational and employment possibilities only reach the residents after the expiration date of application. Until effective channels of information both to and from Pisinemo are created, residents have little possibility of embracing the full social life of their community.

CONTRADICTION VI

Limited Availability of Capital Reserves

The sixth contradiction confronts the issue of building capital reserves. Today societies around the world are participating in the consumer economy which elicits a cash flow far beyond what people's previous life style demanded. Money is spent for goods and services for immediate use rather than for investing in items for long-term benefit. This is particularly true for those with marginal incomes. In response to this situation, local residents in various communities have begun different ventures such as cooperative buying organizations and credit unions in an attempt to increase the amount of locally available capital, but these ventures have not always met with success. The Papago Credit Union is one such example. After 23 years it closed with an accumulated treasury of \$55,000 and a total of 1,000 members. Traditionally the Papago were nomadic people who maintained a self-sufficient life by using immediately the resources which they procured. Saving resources for later use was not a choice open to them. Today the Papago live a more sedentary existence which makes monetary investment in the future possible but their marginal income does not make this an option. Adobe houses continue to be temporary structures because of the additional money required to cover the wall with cement, to install indoor plumbing and to use adequate roofing materials. It is difficult to obtain a bank loan since Indian Nations have many of the rights of sovereign states, making normal legal contracts impossible. Federal monies which do come to the reservation are primarily for immediate operating expenses and not for investment in projects which would increase the property assets of a village. Until local capital becomes more available the residents of Pisinemo will have few opportunities to move beyond immediate financial expenditures to concrete investments in their own future and the future of their community.

CONTRADICTION VII

Random Design of Village Space

The seventh underlying contradiction involves the design of the public and private space of Pisinemo. Human settlements throughout the world, began as unplanned clusterings. Traditional Papago villages followed this pattern of being concentrations of extended family relations until recent times. Within the last several generations, however, villages have grown up around drilled water wells, post offices, and trading posts rather than family patriarchs.

As a result the traditional unifying rationale for village life has been lost. In Pisinemo, the space of the village emphasizes individual family dwellings at the expense of the public space. Roads reach homes by angling across the desert with no signs to designate or delimit public or private space. Locations in which people can gather for the transaction of business, the exchange of information, the celebrations of vital heritage or the discussion of issues facing the community are unclearly defined or not cared for at all. The absence of rural mail routes, accumulation of unused old items and scattering of trash on the open desert contribute to the feeling of temporariness and unimportance of the villages. This undefined ordering of space in the villages produces a lack of focus in the life of the people and blocks long-range thinking and planning for the future. Unless an intentional design for the public and private space of Pisinemo is created and implemented, there will be little possibility of releasing the power of unified action on issues of common concern.

CONTRADICTION VIII

Minimal Market for Local Skills

The eighth contradiction lies in the arena of employable skills. The urban technological revolution has effected the economic life of every community across the globe. As business and industrial complexes have grown in size, more and more have centralized their operations in large market cities. This has left small rural communities with a vacuum of economic enterprises which call forth the development local skills. While Pisinemo has a work force of over 200, the closest large market town is Tucson, Arizona, 115 miles away. Transportation costs and travel time have hindered residents with marketable skills from obtaining employment unless they move away from Pisinemo. The nearest large industry which offers employment is in Ajo, an hour's drive away. Traditional skills, such as basket weaving, give minimal monetary return for long hours of work. Traditional farming and ranching methods still prevail without the benefit of modern upgraded techniques. Produce and livestock are not marketed off the reservation, giving a market too small to encourage experiments with new methods. These pursuits offer minimal wages for only a limited number of residents. As a result, young people see no future in learning many of the traditional Papago skills and pursuing these occupations. This sense of futility about employment is also present relative to other jobs and negatively effects motivity for obtaining even a high school education. Youth have no immediate employment possibilities available to them near Pisinemo other than handiman jobs for various families or temporary jobs on special tribal work forces. Several residents sell firewood to

people in the community but the per capita income is not large enough to support any such service or business with only a local market. Until new business and industrial ventures are launched in Pisinemo and marketing procedures allow a wide range of options in potential skill training, the people of Pisinemo will remain unable to see themselves as effectively engaged in society as self-sufficient adults.

CONTRADICTION IX

Narrow Range for Leadership Prowess

The ninth contradiction is in the arena of community leadership skills. Many communities around the world are self-consciously planning for the future of their communities. This community development depends on the leadership of local people with experience and sophistication in dealing with the labyrinthine and interrelated structures of 20th Century society. After living hundreds of years with a polity system built primarily upon the total adult assent of the village and with no designated formal decision makers, the Papago Nation today relates directly to the United States federal government through a system of tribal and district councils. This has established a system of new leadership roles for people to fill who have had no previous training or experience. Tribal and district leaders are expected to work with and often defer to the structures of bureaucratic America in order to gain the social benefits their communities need for community development. There are also few informal groups outside the family in which residents can develop practical leadership skills. At the same time, people are being called upon to assume the supervision of other Indians in tribal work groups funded by the federal government. Although they are expected to be able to plan the step by step accomplishment of tasks, work through any problems that arise and do necessary job counseling, there are no training programs that equip them to do this job. Unless opportunities are continually created which call forth and equip effective village leadership, intensive community development by local residents in Pisinemo will not occur.

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 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 in which 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 will occur.

PROCESS

In order to create the proposals, the consultants continued to work as teams organized according to broad arenas of expertise. Following further 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 community of Pisinemo. 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 Pisinemo.

RESULTS

The Practical Proposals Chart (Plate 3) is comprised of twenty-three proposals referred to as "projects." They are organized under seven master proposals which reflect decisional responses to the major contradictions. Three of the Master Proposals deal with economic growth through agricultural improvement, industrial development and financial resources. Three proposals are directed at social life through enhancing the decision making process, information access and essential education. One proposal deals with community life through a combination of heritage recovery and community designs. Separate charts with descriptive phrases containing ninety-two 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 out the arenas 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.

THE PRACTICAL PROPOSALS

The third part of the study is devoted to the practical proposals. The term "practical" refers to a category of proposals formulated in direct response to the industrial conditions. However, from the outset, proposals are formulated in the actual situation, rather than being abstracted or generalized as ideas. A proposal is stated in a goal, yet it is not a goal. While the practical proposals reveal the conditions and situations that exist, they do not indicate the direction in which the company should go. In fact, the proposals are formulated in such a way as to leave the company free to choose its own path. The proposals are formulated in such a way as to leave the company free to choose its own path. The proposals are formulated in such a way as to leave the company free to choose its own path.

PROPOSALS

PROPOSALS

PROPOSALS

In order to create the proposals, the committee consisted of four members, including members of the study group. The committee members were selected from the study group. The committee members were selected from the study group. The committee members were selected from the study group. The committee members were selected from the study group. The committee members were selected from the study group.

The practical proposals chart (Table 1) is composed of three parts. The first part is the "practical" proposals. The second part is the "practical" proposals. The third part is the "practical" proposals. The practical proposals are formulated in such a way as to leave the company free to choose its own path. The practical proposals are formulated in such a way as to leave the company free to choose its own path. The practical proposals are formulated in such a way as to leave the company free to choose its own path.

PRACTICAL PROPOSALS CHART

ICA Consultants

Plate 3

I ECONOMIC FOUNDATIONS PROPOSALS			II PUBLIC LIFE	III SOCIAL FORMATION PROPOSALS		
A RESOURCE UTILIZATION PROPOSAL	B BUSINESS EXPANSION PROPOSAL	C FINANCIAL BASE PROPOSAL	D CULTURAL COHESION PROPOSAL	E DISTRICT STABILITY PROPOSAL	F DATA ACCESS PROPOSAL	G PRACTICAL EDUCATION PROPOSAL
RANCHING OPERATION PROJECT 1	COMMERCIAL CONCERNS PROJECT 3	CAPITAL FUNDS PROJECT 6	COMMUNITY CENTER PROJECT 10	LEADERSHIP MATURATION PROJECT 15	INFORMATION FLOW PROJECT 19	MANAGEMENT TRAINING PROJECT 22
	INDUSTRIAL DEVELOPMENT PROJECT 4	EXTERNAL RELATIONS PROJECT 7	HERITAGE RECOVERY PROJECT 11	CONSENSUS NETWORK PROJECT 16		
LAND PRODUCTIVITY PROJECT 2		MARKETING PRACTICES PROJECT 5	AGENCY REPRESENTATIVE PROJECT 8	TRADITIONAL ARTS PROJECT 12	SECURITY MAINTENANCE PROJECT 17	SERVICES AWARENESS PROJECT 20
	FISCAL GROWTH PROJECT 9		VILLAGE DESIGN PROJECT 13	HEALTH CARE PROJECT 18	INTERNAL PROMOTION PROJECT 21	
			LANDSCAPE BEAUTIFICATION PROJECT 14			

ECONOMIC FOUNDATIONS PROPOSALS

One of the important elements in any community development effort is its ability to develop a sound economic base to provide its own basic needs from within its own resources. The Economic Foundations Proposals will give Pisinemo a broader base of economic support thereby increasing the number of jobs, expanding services available locally, and creating a more flexible capital base. The Resources Utilization Proposal will maximize the yield of the agricultural resources available in the district. The Business Expansion Proposal will diversify the commercial and industrial ventures in the community to provide more services for the residents and to increase the local job options. The Financial Base Proposal will secure start-up capital and ongoing support required for the community to succeed in becoming economically self-supporting.

The whole world is experiencing the need to make full use of the resources available on this planet in order to support the people that live on it. This shows up uniquely in every community. The Resource Utilization Proposal will enable Pisinemo to demonstrate the effective use of desert resources to support life. The Ranching Operations Project will bring sophisticated range management techniques to increase the beef production of the district. The Land Productivity Project will experiment with techniques such as irrigation and multiple plantings that capitalize on the advantages of fertile soil and warm climate to increase food production. These projects will enable the community to increase the food available for local consumption and to export to surrounding cities.

Small communities today are experiencing a decrease in industrial and commercial services and a resulting dependence on urban centers for both jobs and shopping. The Business Expansion Proposal will provide expanded commercial services and a diversified job base within the District. The Commercial Concerns Project will expand commercial services to include banking, a laundromat, and increased retail shopping. The Industrial Development Project will provide an expanded job base through the development of local industries relating to markets outside the District. The Marketing Practices Project will ensure the viability of an ex-

A
RESOURCE
UTILIZATION

B
BUSINESS
EXPANSION

panded economic base through the promotion of local products. All three projects are directed toward stabilizing the long-range economic life of the community.

C
FINANCIAL
BASE

Many rural communities are experiencing that, while economic competition demands greater financial and technological resources, their own money and people have been drained into larger centers. The Financial Base Proposal will capture the money and talent needed to establish an autonomous economic base in Pisinemo. The Capital Funds Project will acquire the needed capital and equipment for the expanded economy. The External Relations Project will establish contacts in the public and private sectors to get the needed advice and support. The Agency Representation Project will assure the ongoing support of government agencies. The Fiscal Growth Project will maximize the use of available resources within the community through the creation of mechanisms for pooling those resources. All of these projects will assure the success of the economic ventures through securing the essential capital and technology for starting up the programs.

II

CULTURAL COHESION PROPOSAL

Both Western and non-Western cultures are experiencing a collapse of traditional patterns of community relationships as they are pulled into the 20th Century. The Cultural Cohesion Proposal has five projects that will enable Pisinemo to utilize the gifts of her Papago heritage in building her future. These projects are designed to recapture the heritage of a desert farming tradition in both the stories that hold an understanding of the human journey and the arts that enrich the way of life. This proposal will ensure that the uniqueness of the heritage is used in creating a focused village life for the future.

D
CULTURAL
COHESION

With the moves of the 20th Century toward urban sophistication, residents of many small communities have found that their choices seem to be to move to the urban or to cling to outdated forms of social life. The Cultural Cohesion Proposal will give Pisinemo a way to recreate what it means to be a Southwest Indian community within the larger framework of North American society. The Community Center Project will provide a focus for a revitalized community life. The Heritage Recovery Project

will preserve the lore of the Papago, rediscovering its wisdom about the journey of every man. The Traditional Arts Project will recapture the arts and celebrational forms of the people in order to recreate the celebrational life of the community. The Village Design Project will bring a unity to the settlements of the District by developing an overall physical plan and delimiting space usage. The Landscape Beautification Project will use the gifts of the terrain to enhance the appearance of the communities within the District. These projects are directed toward strengthening community life within the District.

III

SOCIAL FORMATION PROPOSALS

Communities across the world are looking for ways to increase the engagement of their citizens in the life of the community. The Social Formation Proposals are designed to enable the participation of the residents of Pisinemo in the social life of their district. The District Stability Proposal will elicit the creative engagement of all residents in the decision making processes of the District. The Data Access Proposal will ensure that all are aware of the significant happenings that affect their lives both within and outside the community. The Practical Education Proposal will increase the capabilities of the people in both basic living skills and employment skills.

Citizens of every type of community today are demanding ways to participate responsibly in the care of their community. The District Stability Proposal is designed to enhance the well-being of the community residents and their participation in care for their communities. The Leadership Maturation Project will teach methods that enable group participation in problem-solving, as well as ensuring a sophisticated representation of the community's views to external agents. The Consensus Network Project will increase the community participation in dialogue over the issues. The Security Maintenance Project will organize local forces in the arenas of general security and fire fighting. The Health Care Project will increase the well-being of community residents through an emphasis on preventive care and health education as well as emergency medical care. All of these projects will enable the release of human resources for community life.

Every individual and community faces the challenge of sorting through increasingly complex amounts of data to discover what is relevant to its own needs. The Data Access Proposal will create structures within Pisinemo to assure that relevant information is acquired and publicized for the use of citizens. The Information

E
DISTRICT
STABILITY

PHDP
ICA Consultants

F
DATA
ACCESS

Flow Project will create structures for the dissemination of information throughout the community. The Services Awareness Project will collect and organize information on services available to the community and its residents. The Internal Promotion Project will ensure that residents are aware of significant events and achievements in the life of the community. These projects will enable the participation of all residents through assuring that they are informed of significant events.

G
PRACTICAL
EDUCATION

Continual upgrading of skills is required for effective living in the 20th Century. The Practical Education Proposal will organize adult and youth education to assure that all have access to developing needed skills. The Management Training Project will teach basic forms of business organization and financial techniques for both business and home management. The Essential Skills Project will develop basic living skills needed for everyday life in the 20th Century and traditional skills unique to this community. These projects will enhance the capabilities of every resident to live effectively in the community.

I. ECONOMIC FOUNDATIONS PROPOSALS

A. Resource Utilization Proposal

ICA Consultants

Plate 3A

1. RANCHING OPERATION PROJECT	1 Selective Breeding	improving basic cattle stock
	2 Range Fencing	controlling herd grazing patterns
	3 Feeding Facilities	providing important nutritional needs
	4 Veterinary Services	upgrading commercial animal health
2. LAND PRODUCTIVITY PROJECT	5 Expanded Irrigation	sustaining higher crop success
	6 Multiple Harvest	increasing annual acreage yield
	7 Flood Control	maximizing surface water usage
	8 Home Gardens	extending family produce output

I. ECONOMIC FOUNDATIONS PROPOSALS

B. Business Expansion Proposal

ICA Consultants

Plate 3B

3. COMMERCIAL CONCERNS PROJECT	9 Banking Services	providing local fiscal conveniences
	10 Village Laundromat	creating accessible washing facility
	11 Firewood Sales	harvesting domestic fuel sources
	12 Mechanical Repairs	initiating equipment maintenance shop
4. INDUSTRIAL DEVELOPMENT PROJECT	13 Adobe Manufacturing	upgrading housing material quality
	14 Desert Nursery	growing native landscape plants
	15 Secondary Processing	enlarging resource use capability
	16 Construction Corps	building appropriate living space
5. MARKETING PRACTICES PROJECT	17 Livestock Auctions	supporting corporate selling ventures
	18 Craft Cooperatives	forming handwork distribution centers
	19 Product Research	locating potential consumer outlets
	20 Advertising Campaigns	promoting community produced items

I. ECONOMIC FOUNDATIONS PROPOSALS

C. Financial Base Proposal

ICA Consultants

Plate 3C

6. CAPITAL FUNDS PROJECT	21 Grant Applications	soliciting new outside investments
	22 Upgraded Facilities	improving needed civic buildings
	23 Goods Donation	catalyzing regional business support
	24 Equipment Acquisition	expanding usable local machinery
7. EXTERNAL RELATIONS PROJECT	25 Bureau Briefings	updating available services information
	26 Site Visits	hosting important public figures
	27 Government Liaison	coordinating federal tribal benefits
	28 Technical Assistance	obtaining specific expert advice
8. AGENCY REPRESENTATIVE PROJECT	29 District Emissaries	establishing strong citizen voice
	30 Necessary Petitions	articulating basic village needs
	31 Consistent Mailings	sending project supporters news
	32 Visitation Schedule	strengthening regular resident contact
9. FISCAL GROWTH PROJECT	33 Community Treasury	eliciting potential monetary reserves
	34 Bulk Buying	increasing corporate purchasing power
	35 Vehicle Pool	assuring accessible transport means
	36 Money Management	learning practical budget approaches

II. PUBLIC LIFE PROPOSAL

D. Cultural Cohesion Proposal

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Plate 3D

10. COMMUNITY CENTER PROJECT	37 Open Meetings	effecting conscious civic participation
	38 Recreation Program	widening possible engagement avenues
	39 Craft Workshops	learning unique classical abilities
	40 Social Activities	holding frequent leisure occasions
11. HERITAGE RECOVERY PROJECT	41 Local Museum	honoring meaningful ancestral roots
	42 History Classes	encouraging depth background awareness
	43 Elders Corps	enlisting interested senior citizens
	44 Papago Artifacts	preserving common past memory
12. TRADITIONAL ARTS PROJECT	45 Dance Club	using customary celebration modes
	46 Agricultural Skills	transmitting needed farming methods
	47 Youth Farm	aiding potential agrarian workers
	48 Singing Group	retaining historical oral forms
13. VILLAGE DESIGN PROJECT	49 Designated Roads	delineating basic district routes
	50 Named Streets	creating ordered settlement paths
	51 Household Directory	identifying current regional residents
	52 Land Use	building planned spatial patterns
14. LANDSCAPE BEAUTIFICATION PROJECT	53 Town Plazas	establishing symbolic gathering places
	54 Artistic Space	ensuring attractive housing areas
	55 Home Improvement	upgrading family living units
	56 Regular Workdays	catalyzing systematic clean up

III. SOCIAL FORMATION PROPOSALS

E. District Stability Proposal

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Plate 3E

15. LEADERSHIP MATURATION PROJECT	57 Methods Workshops	enabling collective decision making
	58 Local Ambassadors	hosting guest authorization figures
	59 Youth Training	forming emerging generation skills
	60 Women's Involvement	ensuring total resident participation
16. CONSENSUS NETWORK PROJECT	61 Family Representation	attracting full political engagement
	62 Published Minutes	establishing constant citizen update
	63 Village Meetings	eliciting broad issue dialogue
	64 Announced Agenda	publicizing future civic concerns
17. SECURITY MAINTENANCE PROJECT	65 Community Watch	increasing essential visible protection
	66 Building Supervision	guarding neighborhood property assets
	67 Street Safety	installing proper lighting system
	68 Firemen Brigade	upgrading rapid delivery means
18. HEALTH CARE PROJECT	69 Alcoholism Treatment	assuring appropriate recovery mode
	70 Regular Visitation	providing systematic preventive service
	71 Nutrition Education	improving basic dietary knowledge
	72 Emergency Provisions	offering adequate crisis response

III. SOCIAL FORMATION PROPOSALS

F. Data Access Proposal

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Plate 3F

19. INFORMATION FLOW PROJECT	73 Bulletin Board	announcing important local events
	74 Village Newspaper	providing regular news dissemination
	75 Clearing House	coordinating available aid interchange
	76 Mail Delivery	establishing home postal exchange
20. SERVICES AWARENESS PROJECT	77 Benefits Catalog	organizing scattered assistance advice
	78 Agency Correspondence	obtaining current program notices
	79 Functions Update	publicizing relevant new developments
	80 Counseling Center	discussing vital occupations issues
21. INTERNAL PROMOTION PROJECT	81 Community Calendar	marking annual time patterns
	82 Media Publicity	eliciting broad regional support
	83 Awards Fair	recognizing key individual achievement
	84 Speakers Bureau	advancing district growth image

III. SOCIAL FORMATION PROPOSALS

G. Practical Education Proposal

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Plate 3G

22. MANAGEMENT TRAINING PROJECT	85 Youth Organization	enabling community support activities
	86 Agency Trips	establishing crucial official resources
	87 Workday Leadership	catalyzing effective geographical care
	88 Supervisory Methods	learning corporate task procedures
23. ESSENTIAL SKILLS PROJECT	89 Business Systems	acquiring relevant commercial knowledge
	90 Financial Techniques	obtaining sound fiscal processes
	91 Apprentice Classes	generating new occupational options
	92 Bilingual Effectivity	promoting basic language proficiency

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-two basic tactics and 161 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 subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA A

Tactical Arena A, Enhancing Total Physical Environment, consists of two paratactics and six basic tactics. It is one intent of the tactical arena to use the total one-fourth million acres of the district to the utmost by updating ranching techniques with modern agricultural methods. Another is to allow the Papago to embrace their total environment, to intentionalize the use of the land, to beautify the spaces occupied for villages, and to demonstrate their care for the land. The resources of the range will be built up again and care for the herds will be improved. Demonstration farming experiments will be set up to test out modern farming techniques and teach them to residents of the district as well as to develop a herd of livestock which will allow training in veterinary and breeding techniques. Produce sales and processing facilities will be built. Irrigation from wells, surface water control, and water storage will be improved. Better market access through improved roads and locally controlled shipping means will be ensured. A new design of the villages will be put in place through paving main streets, naming streets and buildings, installing public toilets and parks, as well as having regularly scheduled resident workdays. Constructing facilities for civic functions will demonstrate district residents' decision to permanently maintain villages here. Beautification through natural landscaping will demonstrate the district's decision to form a human community in an isolated, desert situation.

ARENA B

Tactical Arena B, Expanding Basic Economic Operations, consists of two paratactics and eight basic tactics. It is the intent of this tactic to develop locally owned and operated small businesses to provide a self-sufficient economic base and as many jobs as required for residents who wish to work here as well as acquiring the capital to start the business quickly and develop the managerial and marketing skills to sustain them. Profitable home production of crafts will be expanded. Appropriate small industries attached to livestock and agriculture will be set up, as well as ancillary industries. Ownership roles, managers and employee positions will be filled by district residents. Locally owned retail ventures will be set up as outlets for goods and services needed locally. Marketing skills in market assessment, advertising, and salesmanship will be developed in the community. Outside funding sources will gather the capital needed to quickly begin a wide range of enterprises. Local capital will be circulated through the community as many times as possible in service and retail enterprises. Commercial expertise in running firms, secretarial skills, accounting, and managing credit will be injected into the district.

ARENA C

Tactical Arena C, Establishing Fundamental Village Systems, consists of two paratactics and six basic tactics. It is the intent of this tactical arena to install into the villages and households of the District the foundational public services required for full participation in 20th Century America. It will forge a community life

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style that will care for all its citizens. Present tribal services will be augmented in appropriate ways to ensure sewerage, electrical, water and telephone services for all villages in the District. Services in baby-sitting, classes in basic nutrition and classes in home renovation will be made available in all neighborhoods. Comprehensive educational opportunities will be assured so that all ages can be functionally literate while remaining immersed in their heritage. An information center will be set up with data and referrals for public services, jobs and resident skills. A district newsletter will be published on a regular basis. Social activities will be scheduled around celebrations, festivals, age groups and clubs.

ARENA D

Tactical Arena D, Transforming Traditional Cultural Patterns, consists of one paratactic and two basic tactics. It is the intent of this tactic to transmit the significance of the Papago heritage into a new time and to ensure that effective decision making by the traditional methods of consensus occurs in the District. Papago heritage will be passed on through cultural curricula, museums, dance groups, art groups, field trips and festivals. Consensus making will be ensured by the activity of the variety of groups needed for the District to operate effectively in these times. All residents will have opportunities to shape decisions and to take responsibility for their implementation.

TACTICAL SYSTEMS CHART

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Plate 4

tactical arena A							ENHANCING TOTAL PHYSICAL ENVIRONMENT						
			tactical arena B				EXPANDING FUNDAMENTAL VILLAGE SYSTEMS						
			tactical arena C			ESTABLISHING FUNDAMENTAL VILLAGE SYSTEMS							
			tactical arena D		TRANSFORMING TRADITIONAL CULTURAL PATTERNS								
MODERNIZED AGRICULTURE paratactic I		BUSINESS DEVELOPMENT paratactic II		FOUNDATIONAL NECESSITIES paratactic III		COMMUNITY ENTERPRISE paratactic V		FINANCIAL SUPPORT paratactic VI		LAND USE paratactic VII			
tactic 1 promoting RANGE RESOURCE HUSBANDRY		tactic 4 initiating PROFITABLE HOME PRODUCTION		tactic 8 augmenting PRESENT TRIBAL UTILITIES		tactic 11 transmitting SIGNIFICANT PAPAGO HERITAGE		tactic 13 launching PISINEMO INFORMATION CENTER		tactic 16 creating VERSATILE MARKETING PROFICIENCY		tactic 20 actualizing PUBLIC SPACE DESIGN	
tactic 2 instituting DEMONSTRATION FARM EXPERIMENTS		tactic 5 forming APPROPRIATE SMALL INDUSTRIES		tactic 9 coordinating ONGOING NEIGHBORHOOD SERVICES		tactic 12 ensuring EFFECTIVE CONSENSUS MAKING		tactic 14 broadening DISTRICT EXTERNAL RELATIONS		tactic 17 obtaining OUTSIDE FUNDING SOURCES		tactic 21 constructing FUNCTIONAL CIVIC FACILITIES	
tactic 3 upgrading ESSENTIAL AGRARIAN TECHNIQUES		tactic 6 assuring RESIDENT EMPLOYMENT POSSIBILITIES		tactic 10 providing COMPREHENSIVE EDUCATIONAL OPPORTUNITIES		tactic 15 enriching SOCIAL ACTIVITIES GROUPS		tactic 18 acquiring REVOLVING LOCAL CAPITAL		tactic 19 securing NEEDED COMMERCIAL EXPERTISE		tactic 22 occasioning NATURAL LANDSCAPE BEAUTIFICATION	

TACTICAL ARENA A: Enhancing Total Physical Environment

Paratactic I: Modernized Agriculture

The economic development of the district will focus primarily on the strategic expansion of the livestock industry and successful demonstration of new agricultural endeavors. The herds will receive increased care through improved grazing, watering, breeding and veterinary practices. A demonstration farm will provide many of the opportunities for teaching and experimenting with new techniques. New farming skills will be taught to young people. Farm equipment will be introduced to enable expansion of farming capabilities. In addition, local processing of meat products will provide a new source of income from the livestock industry.

Tactic 1: Promoting Range Resource Husbandry

Subtactics In order to systematically use range resources, modern techniques of land use, designation and herd improvement will be instituted. Pasture improvements will be implemented to increase land productivity for cattle grazing. Range care involving mesquite root cutting and pesticides, will be instituted to raise grazing yield. Soil tests will be made to promote new seeding preparation for pasture lands. Cattle breeding will be practiced, introducing new strains and using artificial insemination to increase productivity of range cattle. Preventive health care will be initiated to maintain a healthy cattle herd. Livestock population will be controlled to limit the number of grazing animals on cattle pastures. A partitioned range will be created to control livestock breeding and grazing. Construction material will be procured to build fences, chutes and grain storage facilities. Necessary equipment will be acquired to effectively operate a modern ranching operation.

Tactic 2: Instituting Demonstration Farm Experiments

Subtactics In order to introduce new ways of cultivation to develop maximal farming and ranching effectiveness, demonstration farm operations will be instituted. Farming space will be set aside for demonstration purposes. A youth farm will be set up to teach young people traditional and new farming methods. Farm machinery will be procured to enable the cultivating, planting, irrigating and harvesting of crops. The experimental herd will be increased to provide animals for training and experimentation. Facilities equipment will be acquired for the functions needed to run the farm. An Agricultural News column

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- 15 will be published weekly in the village newsletter to
- 16 keep people up to date on weekly events of the demonstra-
- 17 tion farm. Farming skills will be taught to young
- 18 farmers by elders and FFA type programs. Intensified
- 19 farming will be initiated through truck gardens,
- 20 nurseries and hydroponic experiments. Experimental
- 21 crops will be grown including Devil's Claw, Bear Grass,
- 22 yucca, jojoba, hay and alfalfa. Emergency pastures
- 23 will be fenced off to supply supplemental forage in
- 24 times of water or feed shortage. Feed storage will be
- 25 provided by constructing trench silos and feeding and
- 26 watering facilities.

Tactic 3: Upgrading Essential Agrarian Techniques

- Subtactics
- 21 In order to maximize resource potential of the district,
 - 22 agricultural product processing will be improved and
 - 23 expanded. A public market will be established to provide
 - 24 a balanced nutritional diet, and utilize local resources.
 - 25 A processing facility will be constructed to prepare
 - 26 products for final sale. Adequate corrals will be built
 - 27 at different locations within the district to limit
 - 28 shrinkage of beef during roundups. Range roads will be
 - 29 built and extended on the range. Cattle trucks will be
 - obtained to move beef to lucrative sales locations,
 - increasing profits. Secondary roads will be maintained
 - to ensure easy market access and to decrease equipment
 - wear. Water control methods will be developed for
 - channeling excess rainwater by means of dikes and
 - ditches onto flood plains for irrigation. Agricultural
 - wells will be dug to increase water supply for truck
 - farms and fields. Water storage will be expanded by
 - doubling the number of charcos in the district.

TACTICAL ARENA B: Expanding Basic Economic Operations

Paratactic II: Business Development

The expansion and intensification of business enterprises will increase local income, provide new village industries and create additional employment possibilities. The initiation of profitable home production will augment family income sources and increase individual employment. Forming appropriate small industries will involve the processing of local raw materials and should aid in the recirculation of community capital. Increasing resident employment possibilities through the exploration of available jobs, leadership and vocational training, will raise district operating capital. Starting profitable retail stores will serve the needs of both local residents and travelers passing through the district.

Tactic 4: Initiating Profitable Home Production

- Subtactics
- 30 In order to capitalize on natural resources and traditional skills, provide supplemental family income and stimulate local commercial activity, home production will be expanded. Firewood sales will be increased
 - 31 for sale in the district and surrounding area. Poultry raising will be stimulated with meat and eggs sold within the district. Craft sales will be expanded based on the
 - 32 already existing market for Papago baskets, but also including other craft items such as utensils carved from mesquite wood, cholla wood products and decorative
 - 33 flowers. Recycling waste will be collected and sold at nearby recycling centers in Ajo and Tucson. Family gardens will be cultivated and some products may be
 - 34 retailed within the community, such as Devil's Claw, squash and corn.

Tactic 5: Forming Appropriate Small Industries

- Subtactics
- 35 In order to expand the economic base, increase employment and expand the flow of money in the community, small local industries will be started. A Desert Nursery
 - 36 will be established which will utilize local plants and employ local citizens. Adobe bricks will be manufactured
 - 37 and sold locally as well as to outside contractors. Livestock sales will be increased through utilization of
 - 38 existing auctions throughout the State. A meat packing operation will be set up. Livestock by-products such as
 - 39 hides will be processed into various finished products. Ancillary production of component parts for larger retail
 - 40 articles will be started, financed by large businesses or corporations.

Tactic 6: Assuring Resident Employment Possibilities

- Subtactics
- 41 In order to assure meaningful job opportunities for all village residents, employment programs will be created.
 - 42 An employment manual will be published to provide information on employee/employer rights, regulations and role descriptions. A trained manpower program will be set up
 - 43 to provide on-the-job training for unskilled community people. Leadership training will be provided for those
 - 44 in supervisory positions to accelerate personal effectiveness. Youth employment will be created through temporary
 - 45 job opportunities for youth in the villages. Vocational training will be expanded through sending local persons
 - 46 to existing institutions outside the district such as Job Corps and Gila River Career Center. Employment positions will be expanded through seeking CETA positions

- 47 and other government assisted programs. Job development will engage women in practical business skills training that will place them in local and regional jobs.

Tactic 7: Starting Viable Retail Ventures

- Subtactics In order to provide residents and highway travelers with basic business services, locally owned and operated
- 48 retail ventures will be started. A snack bar will be established to provide fast and simple foods with a
- 49 comfortable family setting. A district laundromat with four to six washing machines and two dryers will be
- 50 installed to fill the current washing needs of Pisinemo and surrounding communities. Hair styling service will
- 51 be provided. A mechanical repair shop will be started to provide auto repairs for Highway 86 travelers and
- 52 home repair for local residents. A craft shop will be set up as a tourist attraction, selling local crafts.
- 53 An overnight park will be established to serve the needs of highway travelers and to increase district business opportunities.

TACTICAL ARENA C: Establishing Fundamental Village Systems

Paratactic III: Foundational Necessities

The people of Pisinemo district are committed to achieving the basic utilities and services that have become commonplace conveniences throughout American society. Expanding the available public and private utilities that enable each village to have at its disposal necessary communication, health and comfort facilities will enable Pisinemo to make significant steps into the future. Nutrition, transportation, sanitation and other practical services will ensure individual and community well-being. Finally, educational, leadership and other practical training experiences will undergird the development of all social and economic programs within the district.

Tactic 8: Augmenting Present Tribal Utilities

- Subtactics In order to bring every home up to modern housing standards, present utilities and public services will
- 54 be extended. Electrical service will be secured for Santa Cruz and Nestor. The water supply will be
- 55 expanded to include lines to homes currently not served. Sewerage systems will be upgraded in all three villages
- 56 making modern waste disposal available to all homes. Telephone service will be extended in the district by
- 57 organizing community support to work with the telephone company. Street lighting will be installed for safety

58 and protection of residents. Bath houses will be
constructed to encourage appropriate hygiene with
59 flush toilets, showers, hot and cold water and sinks.
Solar energy experiments will be set up to demonstrate
60 the possibility of inexpensive power through the con-
struction of hot water tanks, photovoltaic electricity
units and solar collectors for space heating.

Tactic 9: Coordinating Ongoing Neighborhood Services

Subtactics In order to free up human resources through corporate
care structures, daily services will be established
61 in an overall coordinated system. A nutrition training
program will be conducted to plan well balanced diets
using commodity foods. A health outpost will be
62 initiated to provide regular preventive health care
as well as emergency care. Dumping areas, land fills
trash cans and outhouses will be designed, constructed
63 and maintained to provide more adequate and sanitary
waste disposal services. Household services such as
baby-sitting, cleaning, washing, repairs and simple
64 cooking will be provided to families needing such
services. A transportation pool will be established
to schedule vehicles for a variety of community uses
65 like emergency service, intervillage transportation
and shipping service for businesses and industries.
Emergency communication will be provided to link the
66 villages with the surrounding area in times of crisis.
Volunteer patrols will be recruited to ensure security
for the residents of San Simon, Santa Cruz and
67 Pisinemo which would include night watchmen service
and fire fighting service. Housing renovation will
be done across the district--installing plumbing,
68 rebuilding homes and adding rooms.

Tactic 10: Providing Comprehensive Educational Opportunities

Subtactics In order to provide training in basic leadership
skills and prepare residents to function with skills,
69 competence and personal self confidence, comprehensive
educational opportunities will be developed. Leader-
ship training will be provided to elicit more active
70 participation in community affairs, provide training
in administrative procedures and skills in directing
71 meetings. Leadership prowess will be taught to
develop effective leadership for district members of
72 tribal boards and committees. A training manual will
be written to provide leadership training methods.
73 Alcoholism presentations will be scheduled providing
information on alcoholism and helping form local
74

- 75 rehabilitation groups. A health workshop will be held to train local health caretakers in the practice of preventative health care in the villages.
- 76 Women's classes will be scheduled to educate women on health care during pregnancy and lactation. A fiscal management course will be held to provide training in
- 77 money management. Career education will be provided to stimulate youth interest and knowledge of various career opportunities. Adult literacy classes will be
- 78 organized to enable older residents to acquire functional skills in reading and writing English. G.E.D. classes will be conducted to provide high school
- 79 equivalency instruction for district residents. A bilingual program will be expanded to include pre-school students, thus ensuring the continuation of
- 80 Papago language skills. A teacher training program will be scheduled that teaches skills of effectively working with preschool age children. Community forums
- 81 will be held to ensure direct, regular input in the project by all residents.

TACTICAL ARENA D: Transforming Traditional Cultural Patterns

Paratactic IV: Cultural Patterns

Residents of the Pisinemo district will experience a new sense of community unity by building the new Papago style which will deal with the decisions about the future of their society. Papago heritage will be continued through traditional dance groups, art displays, heritage curriculums and district festivals. Effective consensus making will be ensured through regular participation of residents in district and project meetings, reinforcing everyone's sense of responsibility for the life of the district.

Tactic 11: Transmitting Significant Papago Heritage

- Subtactics
- 82 In order to sustain the cultural values and gifts of the Papago people, a vibrant celebrational life will be maintained. Pisinemo T-shirts will be produced to create pride in Pisinemo district and will become an
- 83 identifiable symbol of a community moving ahead. A dance troupe will be organized among the children to learn and perform traditional dances. A cultural
- 84 museum will be established to exhibit historical artifacts, photographs, and current craft items to educate residents and tourists on Papago culture. A cultural
- 85 committee will be designated to promote and coordinate cultural events. An art group will be formed to promote modern Papago art and preserve historical art
- 86 forms. Field trips will be scheduled to acquaint

- 87 residents and interested tourists with the historical sites and landmarks in the district. Heritage curriculum will be taught in local schools and organizations to teach Papago history, culture, art, and spoken language. A Pisinemo festival will be held annually, coordinated by a local committee and including art displays, rodeo, food booths, youth events and dance performances.
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Tactic 12: Ensuring Effective Consensus Making

- Subtactics In order to ensure authentic district participation in community decision making, consensus methods will be taught. Planning formats will be published for regular meetings of organizations. Council participation will be promoted to increase the number of residents in the meetings of the District Council. Planning sessions will be held to get organization leaders to meet to discuss their programs and issues.
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TACTICAL ARENA C: Establishing Fundamental Village Systems

Paratactic V: Community Enterprise

The continuing flow of information within the district and new ways to be related to social entities outside the district will give residents of the district a new image of full involvement in community life and the significance of this district in the society of North America. Information flow within the district and with outside agencies will give residents the data they need to make decisions. Developing external relations is a way to link the Pisinemo district with outside areas and larger bodies of people. Specific opportunities for recreation, planning and celebrations of residents in the engagement of these activities will provide and foster community solidarity.

Tactic 13: Launching Pisinemo Information Center

- Subtactics In order to provide rapid and inclusive communication throughout the district, a Pisinemo Information Center will be established. A weekly newsletter will be published to provide local news and important information. The bulletin board will be built to announce information pertaining to upcoming events. A resource center will be established by coordinating all resource data and designating a contact person. Services information will be distributed to let district citizens know what services are available and how to make contact. The Resources Handbook of all programs, agencies and services available to district residents will be distributed with instruction on how to use it.
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- 98 A resource identification project will be started that will identify the skills of all residents.
- 99 A current survey will be conducted to determine the services need of the district. Meeting agenda for District Council Meetings will be distributed
- 100 throughout the district to provide information on upcoming issues.

Tactic 14: Broadening District External Relations

- Subtactics** In order to create positive images of Pisinemo district and the human development project, an extensive public relations campaign will be launched. Agencies representation will be scheduled for regular visits
- 101 by district residents to inform the tribe of the project progress. Professional advice will be obtained to
- 102 keep the district abreast of current funding possibilities. Established contacts will be visited to keep
- 103 influential organizations, agencies and individuals informed on district activities. Government liaisons
- 104 will be formed to gain the support and resources of the public sector. Tribal liaisons will be reinforced
- 105 to communicate district needs to the tribe. A project brochure will be created to elicit interest, support
- 106 and patrons of project programs. Pisinemo promotion will be launched to report on current Pisinemo district
- 107 progress. A highway billboard will be constructed to announce the HDP and the scheduled activities of the
- 108 village.

Tactic 15: Enriching Social Activities Groups

- Subtactics** In order to engage district residents in meaningful recreational and educational programs, community programs will be developed. A recreation program will be organized to provide supervised sports and games activities
- 109 for local youth. A youth corps will be created to provide after school social activity. An elders group
- 110 will be organized to engage the wisdom and expertise of older community members. Youth clubs will be
- 111 established to promote fitness through recreation and skills in business and farming. Pisinemo emissaries
- 112 will be commissioned to expand the horizons of local residents through visits to other HDP's, speaking
- 113 engagements, historic treks, and intertribal conferences. Special gatherings will be held to get families to-
- 114 gether for social activities around holidays and festivals.

TACTICAL ARENA B: Expanding Basic Economic Operations

Paratactic VI: Financial Support

Viable local economic development depends on expanding the capital base and developing business skills in the district. Modern promotional techniques will enable business success. Rapid development of new industry and small businesses will be aided by obtaining start-up financing through government and private grants, loans, in-kind donations, and market guarantees from outside funding sources. Available capital, including financial assets, buildings, and equipment will be organized to expand the capital base for future business and industrial development. Business and project systems will be managed properly by securing needed commercial expertise.

Tactic 16: Creating Versatile Marketing Proficiency

- | | |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Subtactics | In order to realistically assess market response and |
| 115 | vigorously promote enterprises modern marketing techniques will be used on a continuing basis. Market research will be conducted prior to starting a business |
| 116 | to determine size of market and local capabilities. Raw materials will be continually analyzed and experimentally developed to discover new resources. Product awareness will be promoted through the sales of |
| 117 | products to individuals, wholesalers and retail businesses and through imaginative packaging and naming. Regular advertising will be set up to expand sales through |
| 118 | newspapers and trade journals. Sales representatives will be sent out to expand sales and cultivate |
| 119 | relations with firms. |

Tactic 17: Obtaining Outside Funding Sources

- | | |
|------------|-----------------------------------------------------------------------------------------------------------|
| Subtactics | In order to start new industry and small business |
| 120 | ventures, improve incomes and living conditions, outside funding will be located. Outside funding will be |
| 121 | secured to enable local citizens to have on-the-job training, set up new businesses and create a stable |
| 122 | economic base. Tribal loans will be obtained for district enterprises when other sources are inadequate. |
| 123 | In-kind donations will be obtained from merchants and manufacturers to help carry out needed projects. A |
| 124 | nonprofit organization will be set up to act as a vehicle to receive funds. Business loans will be |
| 125 | obtained for district and individual enterprises as start-up financing. Housing loans will be procured |
| 126 | for new housing construction. Market guarantees will be secured to ensure sales of new products. |

Tactic 18: Acquiring Revolving Local Capital

Subtactics In order to stimulate the formation and circulation of local capital resources, adequate financial service

127 will be inaugurated. A business association

128 will be formed to coordinate marketing, capital

129 formation and business promotion. Banking services

130 will be established to provide personal financial

131 services, loans, savings and checking accounts. A community treasury will be formed to handle profits from community sales and organization's funds. Facility acquisition will be expanded to provide space for the new services being offered within the community. Coop buying will be organized to lower retail prices of needed goods and services.

Tactic 19: Securing Needed Commercial Expertise

Subtactics In order to be able to direct local businesses and programs, commercial and managerial skills will be

132 taught to local residents. Business skills necessary

133 for particular businesses will be offered in courses

134 and through consultations. Commercial skills and

135 systems will be taught in the arena of credit manage-

136 ment. Purchasing methods will be taught to keep

137 inventory on hand for quick service or sale without tying up capital. Clerical programs will be initiated to provide basic skills in typing, filing, note taking and placing orders. An accounting program will be set up to ensure all business and program books are in order to accurately monitor cash flow. An apprenticeship program will be initiated to provide as many construction and repair skills locally as possible.

TACTICAL ARENA A: Enhancing Total Physical Environment

Paratactic VII: Land Use

By transforming the local environment into an attractive and useful area, Pisinemo district will dramatically intentionalize its use of land within the villages. Parks and recreational facilities will be set up that will be places of beauty and outdoor activity. Buildings will be constructed to house local industries, businesses, community and recreational programs. Maintenance of public and private spaces will be carried out through special workdays, clean-up campaigns and regular maintenance crews. Road signs and landscape design of the total community will be coordinated through the efforts of the community's planning committee and landscaping service.

Tactic 20: Actualizing Public Space Design

- Subtactics
- 138 In order to intentionalize the physical appearance of the community, public space will be designed. A planning committee will be organized to coordinate the ongoing development of public space. Name signs will be placed on key buildings, parks, plazas and streets. Paved roads will be constructed to clearly define transportation space and keep dust down in the villages. A district park will be designed to facilitate community outdoor gatherings. Outdoor conveniences will be constructed such as plaza pathways, benches and tables, drinking fountains and ramadas. Play parks will be built in Santa Cruz, San Simon and north and south Pisinemo to enable children to have a safe place in which to play. Recreational equipment will be installed to expand available facilities. Community clean-ups will be held regularly to involve the entire community in beautifying the village. Village plazas will be created to provide a social focus for each village with walls, paths and gardens.
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Tactic 21: Constructing Functional Civic Facilities

- Subtactics
- 147 In order to provide permanent space for diverse economic and social programs, functional civic buildings will be constructed. Commercial buildings will be designed to expand the present retail business operations in the district. Industrial buildings will be renovated or built to provide space for new industries. Agricultural out-buildings will be erected to contain animals, materials, supplies and equipment. Nursery facilities will be built with local materials to shelter and protect plants used in local landscaping and for sale to city nurseries. A community pool will be built for general recreational use. A community center will be constructed to provide meeting and celebrational space for a variety of community gatherings. Recreation areas, indoor and outdoor, will be designated and improved to expand available activities. Building maintenance will be provided to ensure regular and low cost physical upkeep of community property. Building operation will be organized to handle the administrative tasks of public buildings.
- 148
- 149
- 150
- 151
- 152
- 153
- 154
- 155

Tactic 22: Occasioning Natural Landscape Beautification

- Subtactics
- 156 In order to enhance the physical space, appropriate landscaping will be initiated. Landscape methods will be offered through weekend classes and different model

- 157 projects. Plant distribution will be activated in
- 158 the district by selling plants that have been
- 159 collected in the area at low cost. Community workdays
- 160 will be held regularly with visiting groups assisting
- 161 in major care. Natural fencing will be built using
- ocotilla to protect homes and some public places from
- livestock. Home landscaping will be demonstrated
- through selected yards improvement. Specialized
- plants will be planted around the district to give
- easy access to basket making materials, medicinal
- plants, and other marketable items.

ENHANCING
TOTAL PHYSICAL ENVIRONMENT

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Plate 4A

paratactic I

Modernized Agriculture

paratactic VII

Commercial Marketing

tactic 1: Resource Husbandry

- 1 Pasture Improvements
- 2 Range Care
- 3 Soil Tests
- 4 Cattle Breeding
- 5 Preventive Health
- 6 Livestock Population
- 7 Partitioned Range
- 8 Construction Material
- 9 Necessary Equipment

tactic 20: Space Design

- 138 Planning Committee
- 139 Name Signs
- 140 Paved Roads
- 141 District Park
- 142 Outdoor Convenience
- 143 Play Parks
- 144 Recreational Equipment
- 145 Community Clean-ups
- 146 Village Plazas

tactic 2: Farm Experiments

- 10 Farming Space
- 11 Youth Farm
- 12 Farm Machinery
- 13 Experimental Herd
- 14 Facilities Equipment
- 15 Agricultural News
- 16 Farming Skills
- 17 Intensified Farming
- 18 Experimental Crops
- 19 Emergency Pastures
- 20 Feed Storage

tactic 21: Civic Facilities

- 147 Commercial Buildings
- 148 Industrial Buildings
- 149 Agricultural Out-building
- 150 Nursery Facilities
- 151 Community Pool
- 152 Community Center
- 153 Recreation Areas
- 154 Building Maintenance
- 155 Building Operation

tactic 3: Agrarian Techniques

- 21 Public Market
- 22 Processing Facility
- 23 Adequate Corrals
- 24 Range Roads
- 25 Cattle Trucks
- 26 Secondary Roads
- 27 Water Control
- 28 Agricultural Wells
- 29 Water Storage

tactic 22: Landscape Beautification

- 156 Landscape Methods
- 157 Plant Distribution
- 158 Community Workdays
- 159 Natural Fencing
- 160 Home Landscaping
- 161 Specialized Plants

EXPANDING
BASIC ECONOMIC OPERATIONS

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Plate 4B

paratactic II Business Development	paratactic VI Financial Support
tactic 4: Home Production	tactic 16: Marketing
30 Firewood Sales 31 Poultry Raising 32 Craft Sales 33 Recycling Waste 34 Family Gardens	115 Market Research 116 Raw Materials 117 Product Awareness 118 Regular Advertising 119 Sales Representatives
tactic 5: Small Industries	tactic 17: Funding Sources
35 Desert Nursery 36 Adobe Bricks 37 Livestock Sales 38 Meat Packing 39 Livestock By-Products 40 Ancillary Production	120 Outside Funding 121 Tribal Loans 122 In-kind Donations 123 Non-profit Organizations 124 Business Loans 125 Housing Loans 126 Market Guarantees
tactic 6: Employment Possibilities	tactic 18: Local Capital
41 Employment Manual 42 Trained Manpower 43 Leadership Training 44 Youth Employment 45 Vocational Training 46 Employment Positions 47 Job Development	127 Business Association 128 Banking Services 129 Community Treasury 130 Facility Acquisition 131 Coop Buying
tactic 7: Retail Ventures	tactic 19: Commercial Expertise
48 Snack Bar 49 District Laundromat 50 Hair Styling 51 Repair Shop 52 Craft Shop 53 Overnight Park	132 Business Skills 133 Commercial Skills 134 Purchasing Methods 135 Clerical Programs 136 Accounting Program 137 Apprenticeship Program

ESTABLISHING
FUNDAMENTAL VILLAGE SYSTEMS

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Plate 4C

paratactic III

Foundational Necessities

paratactic V

Community Enterprise

tactic 8: Tribal Utilities

- 54 Electrical Service
- 55 Water Supply
- 56 Sewerage Systems
- 57 Telephone Service
- 58 Street Lighting
- 59 Bath Houses
- 60 Solar Energy

tactic 13: Information Center

- 93 Weekly Newsletter
- 94 Bulletin Board
- 95 Resource Center
- 96 Services Information
- 97 Resources Handbook
- 98 Resource Identification
- 99 Current Survey
- 100 Meeting Agenda

tactic 9: Neighborhood Services

- 61 Nutrition Training
- 62 Health Outpost
- 63 Dumping Areas
- 64 Household Services
- 65 Transportation Pool
- 66 Emergency Communication
- 67 Volunteer Patrols
- 68 Housing Renovation

tactic 14: External Relations

- 101 Agencies Representation
- 102 Professional Advice
- 103 Established Contacts
- 104 Government Liaisons
- 105 Tribal Liaisons
- 106 Project Brochure
- 107 Pisinemo Promotion
- 108 Highway Billboard

tactic 10: Educational Opportunities

- 69 Leadership Training
- 70 Leadership Prowess
- 71 Training Manual
- 72 Alcoholism Presentations
- 73 Health Workshop
- 74 Women's Classes
- 75 Fiscal Management
- 76 Career Education
- 77 Adult Literacy
- 78 G.E.D. Classes
- 79 Bilingual Program
- 80 Teacher Training
- 81 Community Forums

tactic 15: Activities Groups

- 109 Recreation Program
- 110 Youth Corps
- 111 Elders Group
- 112 Youth Clubs
- 113 Pisinemo Emissaries
- 114 Special Gatherings

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tactical arena D

October 1978

TRANSFORMING
TRADITIONAL CULTURAL PATTERNS

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Plate 4D

paratactic IV

Cultural Patterns

tactic 11:

Papago Heritage

82	Pisinemo T-Shirts
83	Dance Troupe
84	Cultural Museum
85	Cultural Committee
86	Art Group
87	Field Trips
88	Heritage Curriculum
89	Pisinemo Festival

tactic 12:

Consensus Making

90	Planning Formats
91	Council Participation
92	Planning Sessions

PART FIVE

THE ACTUATING PROGRAMS

The final task of the Consult was organizing the Tactical Systems into Actuating Programs. The programs provide precise structures or forms within which specific 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.

PROGRAMS

The creation of Actuating Program 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 Proposals, the Contradictions and the Practical Vision to ensure inclusiveness and focus. Certain values are held throughout the process for organizing the programs, including their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programs is the first step in project actuation for they define the arenas and organize the tactics for which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the subtactics through programs. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

PROCESS

The Actuating Programs of the Pisinemo Human Development Project shown on Plate 5 are fifteen in number. Five of these are related to economic growth. The intent of these programs is to broaden the existing foundations for developing core community self-sufficiency. Two of the five relate to the business foundation and three relate to agricultural expansion. The business foundation arena includes the Commercial Merchandizing Complex

RESULTS

and the Fiscal Operating Agency. The three programs relating to Agricultural Expansion are the Land Management Project, Diversified Cattle Industries and Agronomic Processing Enterprise. The second major program division is directed toward essential services in Pisinemo. This arena calls for five programs: the Multiple Purpose Node, Civic Information Network, Health Delivery System, Functional Skills Academy and Complete Utilities Board. The third group of five programs relates to the social effectiveness of Pisinemo. Three of these are concerned with village life and two with environmental cohesion. The first group of village life includes the Pisinemo District Association, Cultural Identity Campaign and Community Activities Center. The second group, concerned with environmental cohesion, includes Space Design Scheme and Corporate Work Force.

SUMMARIES

A more detailed description of the fifteen Actuating Programs follows. These summaries are not intended to fully describe 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 5B -P).

THE FOURTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Pisimemo

ONE TOWARD THE INTENSIFICATION OF ECONOMIC GROWTH IN PISINEMO		TWO TOWARD THE INTENSIFICATION OF ESSENTIAL SERVICES IN PISINEMO	THREE TOWARD THE INTENSIFICATION OF SOCIAL EFFECTIVENESS IN PISINEMO	
BUSINESS FOUNDATION A	AGRICULTURAL EXPANSION B	C	VILLAGE LIFE D	ENVIRONMENTAL COHESION E
I COMMERCIAL MERCHANTIZING COMPLEX	III LAND MANAGEMENT PROJECT	VI MULTIPLE PURPOSE NODE	XI PISINEMO DISTRICT ASSOCIATION	XIV SPACE DESIGN SCHEME
	IV DIVERSIFIED CATTLE INDUSTRIES	VII CIVIC INFORMATION NETWORK		
II FISCAL OPERATION AGENCY	V AGRONOMIC PROCESSING ENTERPRISE	VIII HEALTH DELIVERY SYSTEM	XII CULTURAL IDENTITY CAMPAIGN	XV CORPORATE WORK FORCE
		IX FUNCTIONAL SKILLS ACADEMY		
		X COMPLETE UTILITIES BOARD	XIII COMMUNITY ACTIVITIES CENTER	

ONE TOWARD THE INTENSIFICATION OF ECONOMIC GROWTH IN PISINEMO				TWO TOWARD THE INTENSIFICATION OF ESSENTIAL SERVICES IN PISINEMO		THREE TOWARD THE INTENSIFICATION OF SOCIAL EFFECTIVENESS IN PISINEMO									
BUSINESS FOUNDATION A		AGRICULTURAL EXPANSION B		C		VILLAGE LIFE D		ENVIRONMENTAL COHESION E							
COMMERCIAL MERCHANTIZING COMPLEX	1	Light Manufacturing Program	LAND MANAGEMENT PROJECT	9	Range Restoration Program	MULTIPLE PURPOSE NODE	21	Security Forces Program	PISINEMO DISTRICT ASSOCIATION	41	Issues Forum Program	53	Trash Removal Program		
	2	Snack Bar Program		10	Water Reclamation Program		22	Maintenance Program		42	Leadership Advancement Program		54	Landscape Beautification Program	
	3	Retail Shop Program		11	Cultivated Plots Program		23	Transportation Coordination Program		43	Development Corporation Program			55	Neighborhood Plaza Program
	4	Laundry Facility Program	12	Machinery Pool Program	24		Communication Access Program	44		External Liaison Program	56				Recreation Areas Program
FISCAL OPERATION AGENCY	5	Capital Funding Program	DIVERSIFIED CATTLE INDUSTRIES	13	Herd Improvement Program	CIVIC INFORMATION NETWORK	25	Resource Bank Program	XI	45		Traditional Festivals Program			XIV
	6	Cooperative Purchasing Program		14	Selective Breeding Program		26	Public Announcements Program		46		Heritage Museum Program	57		
	7	Marketing Techniques Program		15	Integrated Sales Program		27	Local Newspaper Program		47		Mobile Curriculum Program		58	
	8	Mercantile Affiliation Program	16	Selling Aids Program	28		Library Promotion Program	48		Significating Markers Program	59	Serviceable Roads Program			
	II		AGRONOMIC PROCESSING ENTERPRISE	17	Livestock Products Program	HEALTH DELIVERY SYSTEM	29	Nutrition Training Program	XII	49		Youth Corps Program			XV
				18	Desert Nursery Program		30	Paramedical Assistants Program		50		Interest Club Program			
				19	Native Crafts Program		31	Advocacy Workers Program		51		Career Guidance Program			
				20	Earth Materials Program		32	Preventive Care Program		52	Family Events Program				
			V			VIII	33	Early Education Program	XIII						
			IV			FUNCTIONAL SKILLS ACADEMY	34	Basic Literacy Program							
						IX	35	Occupational Methods Program							
						X	36	Graduate Equivalency Program							
							37	Sewerage Connection Program							
							38	Waterline Extension Program							
							39	Telephone Acquisition Program							
							40	Electrical Supply Program							

BUSINESS FOUNDATION: Actuating Program 1

COMMERCIAL MERCHANDIZING COMPLEX

The economic vitality of a community depends upon money coming into the local economy and circulating as many times as possible. Doing this involves the development of a commercial-industrial base within the project area. The Commercial Merchandizing Complex is designed to bring money into the community through the expansion of local employment and to capture money now leaving the community for basic goods and services. Initiating light industry will significantly increase the economic base of the community by providing stable employment. The addition of needed retail operations will significantly cut the real cost to residents since these services are now a minimum distance of one hour by automobile. They will additionally provide a convenience of time. Buildings for housing these enterprises will aid in the establishment of a defined village center.

The Commercial Merchandizing Complex is composed of four components. First, the Light Manufacturing Program will provide stable local employment for the people of Pisinemo through locally based labor intensive industry. Items such as electronic sub-assemblies, votive candles, leather goods and mesquite furniture will be produced. Second, the Snack Bar Program will consist of a mini-cafe where fast foods such as hamburgers and soft drinks will be sold. Seating will be provided to encourage leisurely conversation. Third, the Retail Shops Program will provide retail services not presently in the area. Included will be shops such as a barber shop, beauty shop, auto repair and banking services as well as outlets for firewood sales, clothes sales and crafts outlets. Fourth, the Laundry Facility Program will provide a place where residents can wash and dry clothes.

During the Consult a design for Pisinemo T-shirts was made and first orders were taken. By the end of October a silk-screen will have been constructed to fill continuing orders. Negotiations have begun with several major companies to locate an ancillary industry within the project. Within the first two months a decision will have been reached on projected locations for new businesses and industries. Training through existing BIA, tribal and university programs will begin immediately for operators of retail businesses. Women of the community will create a menu with nutritional values for the Snack Bar. Marketing research will begin in November to build proformas for projected industries. In December, negotiations will begin with EDA for initial funding for the Laundry Facility Program.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 1

Plate 5B

Commercial Merchandizing Complex

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Store Furnishings	6,000	2,000	1,000	
	Snack Bar Equipment	4,000			
	Laundromat Equipment	4,200			
	Buildings Construction	50,000			
	subtotal - capital	64,200	2,000	1,000	
II Pay and Allowance	Managing Consultant	3,600	3,600		
	subtotal - pay	3,600	3,600		
III Current Expenses	Utilities	600	600	600	600
	Communication	600	600	600	600
	subtotal - current	1,200	1,200	1,200	1,200
Total Program Cost		69,000	6,800	2,200	1,200

BUSINESS FOUNDATIONS: Actuating Program 2

FISCAL OPERATION AGENCY

Future economic development of a community depends upon the availability of monetary resources beyond the daily sustenance needs of the people. Flexibility in the use of funds allows the initiation of new economic ventures needed by the community. The Fiscal Operation Agency will be established as a means of generating and effectively using needed capital. Expertise in proposal writing and grant application will be developed. Corporate purchasing of necessary goods and services by local businessmen and residents will enable lower personal and business operating expenses. Establishing a group responsible for economic planning will enable the villages to support and stimulate new and existing economic ventures. This program will greatly facilitate rapidly turning Pisinemo into a demonstration of self-reliance for the surrounding area.

The Fiscal Operation Agency is composed of four components. First, the Capital Funding Program will design funding schemes to coordinate major public and private funding of Pisinemo Project. A community treasury will be initiated to generate local capital. Second, the Cooperative Purchasing Program will implement bulk buying to meet the needs of Pisinemo retail and industrial ventures. Buying clubs of local residents will purchase various essential staple items in bulk to decrease the amount of money needed for frequently used consumables. Third, the Marketing Techniques Program will develop and secure long term markets for locally produced products. Fourth, the Mercantile Affiliation Program will coordinate the economic efforts of the community in establishing and maintaining new ventures. Comprehensive economic planning and implementation will be carried out by this group.

Capital Funding for community projects will be initiated the first week after the Consult. Building materials to remodel existing facilities in the villages will be acquired through the donations of businesses in Tucson and Phoenix. An application for grant money for the initiation of the Laundromat will be written by residents the first week in November. Existing cooperative buying clubs in the area will be visited by local ranchers during the first two months. Cooperative buying of ranching equipment and materials will begin by December. Marketing trips will be made to Tucson, Phoenix, Ajo and Casa Grande to locate outlets for local products. A meeting of ranchers and the owners of the two trading posts will be held within a month of the Consult to begin the implementation of economic plans.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 2

Plate 5C

Fiscal Operation Agency

ICA Consultants

years	current FY budget	Future Estimated Costs			
		FY II	FY III	FY IV	
categories					
I Capital Costs	Office Furnishing	1,000	500	500	
	Office Equipment	500	300	300	
	subtotal - capital	1,500	800	800	
II Pay and Allowance	Program Director	7,200	7,200	7,200	7,200
	subtotal - pay	7,200	7,200	7,200	7,200
III Current Expenses	Travel	2,400	2,400	2,400	1,200
	Office Supplies	400	400	400	400
	Communication	600	600	600	600
	Rent	600	600	600	600
	subtotal - current	4,000	4,000	4,000	2,800
	Total Program Cost	12,700	12,000	12,000	10,000

AGRICULTURAL EXPANSION: Actuating Program 3

LAND MANAGEMENT PROJECT

The resource shortages and sharp price fluctuations of retail commodities in the 20th Century require that each community stand on its own physical and human resources as a basis for wealth. The land is an overwhelming resource and gift for the Pisinemo project. The Land Management Project will utilize and develop this gift to the fullest extent. It will become a sign of what can be done to fully utilize the range. The project will intensively utilize and monitor the range. The movement of water will be checked and absorbed on the range itself rather than lost as runoff. The number of watering locations will be increased to facilitate the overall use of the range. The total agricultural production of the area will be supplemented by cultivated agriculture, both for sale and as feed for cattle, poultry and other livestock. A variety of uses will be made of the range, thus increasing its productivity and ability to produce.

The Land Management Project consists of four components. First, the Range Restoration Program will utilize methods to improve the quality of the range. Fencing, root knifing, range seeding, population control and chemical control of weeds are techniques to be utilized. Second, the Water Reclamation Program will conserve water by storing it in charcos and strategically using it on the range. Third, the Cultivated Plots Program will involve cultivation of irrigated and dry land crops. Field development will include utilizing land shaping techniques, erosion control techniques and intensified farming to produce speciality crops. Fourth, the Machinery Pool Program will provide machinery and materials for local land improvement programs. Equipment such as trucks, chutes, tractors, plows and other farming, construction and gardening materials will be borrowed, rented or owned by the pool for use in the community.

Immediately following the consult a group of interested local ranchers met to plan how the range will get partitioned by interior fences and decided where the demonstration pasture was to be located. During the first week of November residents will contact government officials in Sells to establish initial locations for the drilling of wells and to negotiate methods for the cleaning of the charcos. In December a special team of local residents, University of Arizona agriculturalists and government officials will meet to initiate preparations for new crops in the area. A demonstration garden will also be prepared during this time. The community equipment pool will be initiated by the donation of a roto-tiller for garden use by a Phoenix firm.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 3

Plate 5D

Land Management Project

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categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Water Wells (3)	20,000	20,000	20,000	
	Tools	500			
	Roto Tiller	600			
	Irrigation Equipment	5,000			
	Garden Tractor	10,000			
	subtotal - capital	36,100	20,000	20,000	
II Pay and Allowance	Range Supervisor	7,200	7,200		
	Consultant	500	500		
	subtotal - pay	7,700	7,700		
III Current Expenses	Seeds	2,000	500		
	Seedlings	700	500	300	
	Utilities	1,500	1,200	500	
	Travel	500	500	500	
	Maintenance	2,000	2,500	1,500	
	subtotal - current	6,700	5,200	2,800	
	Total Program Cost	50,500	32,900	22,800	

AGRICULTURAL EXPANSION: Actuating Program 4

DIVERSIFIED CATTLE INDUSTRIES

The economic well-being of rural communities is dependent upon the use of appropriate technology in maximizing productivity. Cattle raising will be enhanced through the introduction of modern techniques of ranching. The Diversified Cattle Industries will respond to the world's demand for increased sources of beef, particularly in the Arizona region and rural communities in the Southwest. This program will begin improving the general condition of the 2,000 cattle presently in Pisinemo District in order to bring all livestock up to top quality meat prices. Marketing and delivery methods will develop an effective vehicle for the dispersal of meat products. Pisinemo will maintain its heritage of animal raising while at the same time responding to the critical shortage of protein around the world.

The Diversified Cattle Industries consists of four components. First, the Herd Improvement Program will maintain the weight and fat control required by top suppliers of beef. Salt, mineral blocks and vitamins will add necessary dietary basics. Veterinary services will treat health problems as well as provide training opportunities. Second, the Selective Breeding Program will control breeding and cross breeding to upgrade herd quality. Artificial insemination and selective breeding will effectively change breeding shortcomings in the present herd. Third, the Integrated Sales Program will involve the integrated marketing of the herd in different levels of production. Yearlings, feeder calves, and fat cattle sales will enable the cash flow throughout the year to be spread evenly. Fourth, the Selling Aids Program will systematize marketing expansion. It will include market indices, contract buying, auction sales and modern means of transportation.

A week after the Consult, a veterinarian and range management specialist will inspect the district range and herd to create procedures in herd improvement. The District Cattlemen's Association will begin registration for classes in training in management of cattle ranching. Conversations have already begun with the Land Operations Office of the Bureau of Indian Affairs in Sells concerning range improvement, livestock watering holes and bulldozer equipment. Over the next year the number of charcos in Pisinemo will be doubled. Land shaping operations will begin on related parcels prior to the winter rains in December and January. Veterinarians will begin herd examinations and selective breeding. The herd will be artificially inseminated in December for early fall calving. Chutes, trucks and other shipping means are being acquired for the December sales.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 4

Plate 5E

ICA Consultants

Diversified Cattle Industries

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Roundup Facility	5,000			
	Water Storage	5,000			
	Fencing	5,000			
	subtotal - capital	15,000			
II Pay and Allowance	Supervisor (1/2)	3,600	3,600		
	Consultant	2,500	1,850		
	subtotal - pay	6,100	5,450		
III Current Expenses	Veterinary Services	4,000	2,000	1,000	
	Equipment Rental	3,000	1,000		
	Cattle Servicing	2,000	2,000	1,000	
	subtotal - current	9,000	5,000	2,000	
	Total Program Cost	30,100	10,450	2,000	

AGRICULTURAL EXPANSION: Actuating Program 5

AGRONOMIC PROCESSING ENTERPRISE

A strong agricultural enterprise is one of the foundations of stability for any rural community. Use of the land for producing nutritious food for local use as well as for sale outside the community is a key factor in community development. The Agronomic Processing Enterprise will provide opportunities for money to circulate within the village and provide jobs for local people. It includes several types of industries, livestock processing, native crafts, a desert nursery and earth materials utilization. For each industry, the raw materials already exist in the district. A key in the whole process is the full utilization of the resources and the turning of them into marketable commodities. The beginning process will be one of engaging local people in the creation of a new industry. As a result the community will provide more jobs, and have more places to spend money. A diversity of crop and livestock production will provide a stable base for economic development.

The Agronomic Processing Complex is composed of four components. First, the Livestock Products Program will process beef and poultry products for sale locally and to outside markets. It will include slaughtering facilities and will produce specialized meat products. Second, the Desert Nursery Program will involve the intensive cultivation of native desert plants for propagation and sale to nurseries in metropolitan areas. Third, the Native Crafts Program will produce and market traditional craft products such as baskets and jewelry. Fourth, the Earth Materials Program will utilize local resources such as clay, cactus ribs and gravel to produce building materials to be used locally as well as to be sold to outside contractors. Adobe brick making will be upgraded to produce bricks of more permanence.

During the week of the Consult investigations showed that an open land market for beef products existed as well as a ready supply of surplus cattle from local herds. Immediately following the Consult negotiations will begin on creating a processing facility. Representatives of feed industries such as Purina will be contacted in November to discuss methods of home poultry raising. Desert plants will be gathered for sale immediately through Tucson Desert Nurseries. A site will be selected in November for beginning the cultivation of desert plants in the spring. A guaranteed market for local crafts such as baskets will be sought by contacting outlets such as Saks Fifth Avenue and Pier One. In mid-November contacts will be made with the University of Arizona to decide the most advantageous methods for producing high quality adobe bricks.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 5

Plate 5F

ICA Consultants

Agronomic Processing Enterprise

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Building Construction	50,000			
	Adobe Brick Machinery	17,000			
	Kiln	5,000			
	Fork Lift	10,000			
	subtotal - capital	82,000			
II Pay and Allowance	Marketing Supervisor 1/2	3,600	3,600		
	subtotal - pay	3,600	3,600		
III Current Expenses	Utilities	800	600		
	Advertising	1,200	900		
	Office Supplies	400	400	400	200
	Communications	600	600	600	300
	subtotal - current	3,000	2,500	1,000	500
	Total Program Cost	88,600	6,100	1,000	500

ESSENTIAL SERVICES: Actuating Program 6

MULTIPLE PURPOSE NODE

In our day local people participate in building the fabric of their community by creating the structures of corporate responsibility. The delivery of basic services is released when community priorities are established and an ongoing system is set up. The Multiple Purpose Node will establish a center of activity that will relate the village to places outside the Reservation and maintain the security and physical upkeep of internal systems. The strengthening of security will allow increased activities in public spaces while regular trash removal will help maintain a sanitary condition. The transportation model and the communication network will do much to link the residents with the broader community. Such services will cause a daily transformation in the villages of Pisinemo, Santa Cruz and San Simon as residents experience their participation in community modernization.

The Multiple Purpose Node consists of four components. First, the Security Forces Program will utilize volunteers to safeguard the village from theft, vandalism and fire. Equipment will be procured and a curriculum will be written for the volunteer fire department. Second, the Civil Maintenance Program will coordinate volunteer and salaried workers to provide regular waste disposal. Work groups will repair public grounds and buildings and assist in home improvements. Third, the Transportation Coordination Program will coordinate all transportation needs within and outside the District. Van and bus service will be provided for community events and other major needs. Fourth, Communication Access Program will use radio equipment for emergency access to services and for intra- and intervillage communication. A television booster will increase reception in the District.

A volunteer patrol for fire and safety watch will be organized within the first four weeks of the Consult. Local citizens will be trained in first aid security measures in November. An adobe fire station will be constructed to store general fire fighting equipment. A new dumping area will be designated by December. The old areas will be landfilled and flattened. Brightly painted trash barrels with the community grid will be placed throughout the community. A van will be acquired in November to begin regular visits to Sells. Two community residents will begin drivers training for their bus license within three weeks. Negotiations will begin in October for additional telephone lines and the installation of a public telephone in Pisinemo. A CB radio will be acquired to link up the villages of Pisinemo, San Simon and Santa Cruz.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 6

Plate 5G

ICA Consultants

Multiple Purpose Node

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Used Van	6,000			
	Equipment Shed	1,000			
	C.B. Radios	1,300			
subtotal - capital		8,300			
II Pay and Allowance	Coordinator	7,200	7,200	3,600	
subtotal - pay		7,200	7,200	3,600	
III Current Expenses	Utilities	200	200	200	200
	Communications	100	100	100	100
	Transport	2,000	2,000	2,000	2,000
subtotal - current		2,300	2,300	2,300	2,300
Total Program Cost		17,800	9,500	5,900	2,300

ESSENTIAL SERVICES: Actuating Program 7

CIVIC INFORMATION NETWORK

Fragmented service availability and misinformation are common concerns in many local communities. A community concerned with its own development must provide means for an effective dissemination of information. The Civic Information Network is designed to acquaint the community with the availability of services by establishing a resource center. Access to critical services which deal with crises and chronic problems will offer residents a renewed sense of security. Arrangements for delivery of a daily newspaper and for listening to tapes of books and records will allow practical participation in the broader news of the world. This system will offer innovative approaches for getting crucial community news into the homes of residents. Public announcements will use several methods to inform the citizens relative to their participation in meetings and discussions which affect their lives. This program will create a more informed, effective citizenry.

The Civic Information Network consists of four components. First, the Resource Bank Program is a repository for local service referrals, district and tribal resource information and state and federal aid guidelines. This center takes the initiative in keeping residents informed of current agency programs. Second, the Public Announcements Program maintains a series of strategically located bulletin boards and a system for posting and disseminating current public messages. It ensures that important information is published in the Papago Runner and the Pisinemo Voice. Third, in the Local Newspaper Program, local citizens write, produce and distribute the Pisinemo Voice giving identity to the community as well as providing a media for information exchange. Fourth, the Library Promotion Program encourages the use of the existing Media Center in Pisinemo by organizing historical research projects and special events that involve the community in the use of the library.

The first regular edition of the local newspaper was published during the Consult. It contains news from Pisinemo District, the Reservation, Arizona and the world. A column on history and heritage will be written by a resident. A community bulletin board has already been constructed outside each of the Trading Posts and includes information pertaining to services, community events and timely announcements. The resource center will have a centrally located office which will contain imaginably presented information pertaining to resources and services. The Library space will be beautifully designed and decorated. A promotion campaign will begin mid-November getting local people involved in the renewed library program.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 7

Plate 5H

ICA Consultants

Civic Information Network

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Printing Equipment	1,000	500	500	
	Office Furniture	500	300		
	Typewriter	400			
	Bulletin Boards	200			
subtotal - capital		2,100	800	500	
II Pay and Allowance	Program Director (1/2)	3,600	3,600	3,600	3,600
subtotal - pay		3,600	3,600	3,600	3,600
III Current Expenses	Printing Supplies	2,000	2,000	2,000	2,000
	Office Supplies	600	600	600	200
	Travel	500	500	500	200
	Communications	600	300	300	200
subtotal - current		3,700	3,400	3,400	2,600
Total Program Cost		9,400	7,800	7,500	6,200

ESSENTIAL SERVICES: Actuating Program 8

HEALTH DELIVERY SYSTEM

In a day when a competent medical technology is increasingly available at county and district levels around the world, it has become incumbent on local communities to organize themselves to expedite the delivery of health care to the local situation. This involves a consensus from the Papago people on the necessity of ongoing health care. The Health Delivery system is designed to expand the use of the reservation services to both preventive and curative health services. The most critical factors in effective preventive medicine will be in improving basic medical knowledge and hygienic practices of the local villagers. The nutrition effort will substantially control the diabetes problem and help curb infections. Contagious diseases will be greatly curtailed. A new vitality in physical strength through better health practices will increase the productivity of each resident in the project area.

The Health Delivery System consists of four components. First, the Nutrition Training Program of seminars and home visits will prevent diet related diseases through training in nutrition and cooking. Cooking with available foods will be emphasized. Second, Paramedical Assistants Program will provide emergency medical treatment, including alcohol detoxification and regular medical follow-through. Third, the Advocacy Workers Program will expand the current Community Health Representative program to include district wide visitation and record keeping to assure that ordered health care is maintained for all residents. Fourth, the Preventive Health Program will furnish health education to increase the awareness of all ages about sanitation methods, pest control, accident prevention, treatment of infections and minor illnesses and simple first aid. Education for youth on alcohol abuse will be through regular programs and seminars on the subject.

Before the end of October, the first nutritional cooking class will take place. A continuing series of special recipes will appear in the Voice that have been collected from different households in the project area. In November, arrangements will be made for specialized training for volunteers from San Simon, Santa Cruz and Pisinemo as paramedical aides. First aid classes will be offered, emphasizing emergency care in desert environments. Every home in the three villages will be visited with a health survey to determine the real health needs of the community. Files will be created for past medical records and held in a common storage room in Pisinemo. A copy of these records will be made available by December to both the federal and Tribal health officers who serve Pisinemo. The design for community showers in Santa Cruz, San Simon and Pisinemo will be submitted to the District Council by November.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 8

Plate 5I

ICA Consultants

Health Delivery System

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Buildings Rehabilitation	5,000			
	Showers and Toilets	750			
	Equipment and Supplies	1,000			
	Public Bath Houses	20,000			
subtotal - capital		26,750			
II Pay and Allowance	Health Aides (2 @ 1/2)	7,200	7,200	7,200	
subtotal - pay		7,200	7,200	7,200	
III Current Expenses	Utilities	500	500	500	500
	Travel	500	500	500	
	Communications	200	200	200	
	Office Supplies	200	200	200	200
subtotal - current		1,400	1,400	1,400	700
Total Program Cost		35,350	8,600	8,600	700

ESSENTIAL SERVICES: Actuating Program 9

FUNCTIONAL SKILLS ACADEMY

The effectiveness of a people is determined partly by the extent to which education is related to practical needs. Revitalizing the educational process in small villages such as Pisinemo is crucial to its residents' life and is a key to the Reservation's future. The Functional Skills Academy will provide an adequate basic education for all the people in the different age levels. It will introduce innovations in facility use, curriculum design and practical methods within the village. The program is designed to provide functional skills in reading and writing in English and basic mathematics and budget training for those who have been otherwise unable to receive them. Training will take place in both formal and informal settings. Such skills enable the community to operate cohesively and to manage effectively the complex issues faced in modern life.

The Functional Skills Academy is composed of four components. First, the Early Education Program will provide structural infant care to supplement the existing Headstart program. Training for parents and teachers will enable the use of imaginative methods in early education. Second, the Basic Literacy Program will expand the current adult English literacy effort in Pisinemo. Literacy will include reading, writing, mathematics and basic methods in daily planning. Third, the Occupational Methods Program will work with new industrial programs to provide training in secretarial skills, business management and other job skills. Fourth, the Graduate Equivalency Program will assure that adults are enabled to obtain GED certification. Special tutorials will be held to give intensified training in any one of the deficient areas.

Within the first month of the Consult, the first infant supervision program will begin with mothers in the project area. Infant curriculum that emphasizes small muscle development will be written by the mothers as part of the program. There will be a pre-literacy session by potential students to compose the eight hundred word vocabulary list used in the class. This will be done through a workshop held in Pisinemo using newspapers and favorite books. Commercial skills training will begin in December with a money management seminar featuring currency recognition and change counting. A special training class will be held for all volunteers who will be teaching the literacy classes. Pre-testing in GED training will be held the end of October to discern the grade level of the classes. The volunteer teachers will launch a promotion campaign in each village to enroll students in October.

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Program 9

Plate 5J

FOUR YEAR PLAN
PROGRAM BUDGETS

Functional Skills Academy

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Teaching Equipment	1,400	400	400	400
	subtotal - capital	1,400	400	400	400
II Pay and Allowance	Program Coordinator	7,200			
	Aides (2 @ 1/2)	7,200	7,200	7,200	
	subtotal - pay	14,400	7,200	7,200	
III Current Expenses	Utilities	500	500	500	500
	Paper Supplies	200	200	200	
	Communications	200	200	200	200
	subtotal - current	900	900	900	700
	Total Program Cost	16,700	8,500	8,500	1,100

ESSENTIAL SERVICES: Actuating Program 10

COMPLETE UTILITIES BOARD

The provision of adequate water, lighting, phone communications and sanitation utilities is seen as one of the world's most pressing needs. Utilities increase the time a villager can be engaged in some type of work beyond mere survival. The Complete Utilities Board will demonstrate the capacity of local communities remote from urban resources to create complete access to these resources. The Board will see that the water supply is adequate to the domestic and business requirements of each settlement in the district. The generation and transmission of adequate electrical power for the District will undergird domestic and industrial growth, while an augmented telephone transmission capability will guarantee the communication quality necessary. This fulfillment of the environmental support system will greatly affect the sense of well-being in Pisinemo.

The Complete Utilities Board is composed of four components. First, the Sewerage Connection Program will expand in Pisinemo to connect every household to the existing line and to develop sewerage service in San Simon and Santa Cruz. Expansion will also provide service for industrial and commercial buildings. Second, the Waterline Extension Program will work with the tribal water board to ensure enough water for domestic agricultural and commercial consumption in the district communities and to safeguard the quality of the water supply. Third, the Telephone Acquisition Program will improve telephone service by acquiring additional telephone lines and extending service into private as well as public buildings. Fourth, the Electrical Supply Program will upgrade electrical services to support increased street lighting, domestic and commercial use. Electrical service will extend to Santa Cruz.

A promotion plan for the hookup of all residences to the existing sewer line in the village of Pisinemo will be designed the first of November. A survey and corresponding map will be completed in October to show the present situation of sewerage needs. The Complete Utilities Board will acquire 800 pieces of 30 foot salvaged well pipe from the Papago Tribal Utilities Auxiliary. Plans will be drawn to lay a water supply line from Pisinemo to Nestor with the help of local volunteer labor. Exploratory conversations will be initiated in November with tribal authorities and the Mountain Bell system toward the installation of telephones in the three villages. Lighting for the basketball court was successfully installed during the Consult.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 10

Plate 5K

ICA Consultants

Complete Utilities Board

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Telephone Expansion		220,000		
	Sewerage	20,000			
	Electricity	10,000			
	Alternative Communication	4,000			
	subtotal - capital	34,000	220,000		
II Pay and Allowance	Consultant	500			
	Supervisor	3,600			
	subtotal - pay	4,100			
III Current Expenses	Travel	500	200	200	
	Maintenance	500	1,000	500	
	Office Expenses	600	200		
	subtotal - current	1,600	1,400	700	
Total Program Cost		39,700	221,400	700	

VILLAGE LIFE: Actuating Program 11

PISINEMO DISTRICT ASSOCIATION

Effective community development depends on local people having ways to participate creatively and fully in the decision making structures of society on all levels. Formal and informal community structures which give residents ways of participating in ongoing village decisions are critical elements of community life. The Pisinemo District Association will provide ways to allow every member of the district to participate in the consensus making process. Social structures will be established that will enable the community to develop helpful relationships with governmental and private agencies and with individuals outside of the community. When this program is implemented there will be ongoing structures for allowing continual community dialogue upon shaping the future of the community.

The Pisinemo District Association consists of four components. First, the Issues Forum Program will schedule a series of meetings in the villages, serving as consensus building opportunities for general and specific concerns. These will support the District Council meetings by encouraging full public representation. Second, the Leadership Advancement Program will train leadership in necessary techniques and expand the leadership roles present at the local community level. Trips to other communities will broaden the operating context of leaders. Third, the Development Corporation Program will ensure a not-for-profit fund receiving status for the district. Fourth, the External Liaison Program will relate Pisinemo with government, institutional and private resources in the tribe, state and nation, allowing full utilization of their support for community programs.

The Pisinemo District Association will be launched with a series of meetings in Santa Cruz, San Simon and Pisinemo within three weeks of the Consult to go over the summary charts of the Consult. Sessions will be held prior to each meeting to train residents in workshop methods they will use in leading these meetings. Emis-saries from the district will be selected to visit other Human Development Projects in the United States during the first three months. A collection will be taken to initiate the financing of these trips by the community. A lawyer will be contacted to donate his time in drawing up the first guidelines for the registration of the not-for-profit Development Corporation. A brochure on the Pisinemo Project will be designed and printed for promotion purposes.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 11

Plate 5L

ICA Consultants

Pisinemo District Association

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs					
	subtotal - capital				
II Pay and Allowance	Director	7,200	7,200	7,200	7,200
	subtotal - pay	7,200	7,200	7,200	7,200
III Current Expenses	Publications	1,000	1,000	1,000	1,000
	Travel	2,400	2,400	2,000	1,500
	Communications	1,000	800	800	800
	subtotal - current	4,400	4,200	3,800	3,300
Total Program Cost		11,600	11,400	11,000	10,500

VILLAGE LIFE: Actuating Program 12

CULTURAL IDENTITY CAMPAIGN

Across the globe there is a trend to recover the traditional heritage of a people in the midst of technological leveling of the 20th Century. The unique cultural memory of the Papagos points to their historical journey of farmers and warriors who lived off the land. The Cultural Identity Campaign will recreate the cultural roots of the community by systematically identifying the arts, skills and linguistic gifts that need to be relearned and preserved. This will involve learning the value and purpose of these traditions in order to discern a useful purpose for them in present times. By combining knowledge of the old with craft training in a new setting, both young and old will be able to appreciate the quality and significance of ancient skills. This program will provide a window to the future by demonstrating how the Papago people have always created symbols and stories about their journey in order to adapt and direct their life style.

The Cultural Identity Campaign is composed of four components. First, the Traditional Festivals Program will mark significant Papago, national and global dates throughout the year with a series of district events. Second, the Heritage Museum Program will see that selected Papago art-forms are on display and promoted as an economic venture. The Museum will have active demonstrations of craft skills to encourage children to begin experimenting with ancient skills. Third, the Mobile Curriculum Program will take activities in Papago culture and other world cultures to each village in the District. This will involve elders in a teaching role and children in a performing atmosphere as they both demonstrate and interpret the use of traditional symbols throughout the globe. Fourth, the Signifying Markers Program will erect signs at important sites and landmarks in the towns of this District.

The first annual calendar of traditional events will be published in October. The school children will provide the art illustrations and a professional Papago artist will lay out the Papago designed border. During the Consult a temporary facility was created for the Heritage Museum with appropriate displays. By the end of November a centrally located site will be selected and construction will begin on a permanent facility. Elders will have their first curriculum creation weekend session in early November. During this time they will select the crafts and stories to be used in the Mobile Curriculum Program. A map will be drawn showing the historical landmarks and significant places throughout the District. A group of concerned residents will begin writing the story behind each location. A contest will be held for a design on each landmark.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 12

Plate 5M

ICA Consultants

Cultural Identity Campaign

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Historical Display	1,000	500	500	
subtotal - capital		1,000	500	500	
II Pay and Allowance					
subtotal - pay					
III Current Expenses	Supplies	200	200	200	200
	Utilities	300	300	300	300
subtotal - current		500	500	500	500
Total Program Cost		1,500	1,000	1,000	500

VILLAGE LIFE: Actuating Program 13

COMMUNITIES ACTIVITIES CENTER

Every community has its unique style of life and understanding of itself in relation to the location and tradition of its society. The focusing of a community's activities in several nodes builds a sense of cohesion and purpose. The Community Activities Center, as a social node, will encourage informal dialogue among various age groups in the villages. This program will focus the cultural vitality that is already present in Pisinemo into an expression of community spirit through the organization and sponsorship of a wide variety of community wide activities and social events. Different forms of recreation and leisure activities will be offered to expand the enjoyment of team cooperation and to bring vitality into cross group activities. An informal atmosphere will be created for discussions of everything from life issues to special interest concerns. Families will have a place to interact with neighbors on other grounds than economic or geographical considerations.

The Community Activities Center consists of four components. First, the Youth Corps Program will sponsor recreation and educational events for district youth. A priority of this program is the engagement of youth in community service projects in all three villages. Second, the Interest Club Program will bring persons with special gifts and interests for dialogue over special presentations. Third, the Career Guidance Program provides vocational counseling for residents of employable age in order to broaden employment options. This will include industrial tours, apprenticeships and skills training experiences. Fourth, the Family Events Program will schedule regular creative activities for leisure time for all ages through ongoing programs and periodic special events. Family films will be a regular feature of this program.

In November, the first youth workday will be held to clean up the major road sides between the villages and lay out initial boundaries. At this time the youth will design and construct large trash bin holders to place in strategic points in the project area. A sewing specialist will hold a special demonstration in October for the residents of Pisinemo. A survey will be conducted for the youth to discern possible career interest. Field trips to Phoenix will be scheduled on a monthly basis, beginning in October. These trips will take the youth to various industries for presentations on employment possibilities. Books relating to careers will be placed in the new reading room. A family film will be shown at a low cost in the villages in early November.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 13

Plate 5N

ICA Consultants

Community Activities Center

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Sports Equipment	1,000	500	500	500
	Playground Equipment	1,500	500		
	Audio Visual Equipment	1,000	800		
	Community Center	50,000			
subtotal - capital		53,500	1,800	500	500
II Pay and Allowance	Director	7,200	7,200	7,200	7,200
subtotal - pay		7,200	7,200	7,200	7,200
III Current Expenses	Office Supplies	300	300	300	300
	Travel	600	600	600	600
	Utilities	1,200	1,200	1,200	1,200
	Movie Rental	600	600	600	600
subtotal - current		2,700	2,700	2,700	2,700
Total Program Cost		63,400	11,700	10,400	10,400

ENVIRONMENTAL COHESION: Actuating Program 14

SPACE DESIGN SCHEME

The physical appearance of a community tells the residents a continual story of their past, present and future. Space which has focus and order, and adds to the beauty of the surrounding geography elicits a sense of pride and confidence necessary for residents' participation in community development. The Space Design Scheme calls for the creation of social gathering points in the community which allow strengthening of internal social relationships. A structure that gives residents practical ways to care for their space will also be initiated. Through creation of spaces, such as mini-parks and the use of designating signs, the past heritage and future movement of the villages will be symbolized.

The Space Design Scheme consists of four components. First, the Trash Removal Program will ensure clean, well kept public and private space. Regular trash removal and periodic community workdays will allow all residents to participate in this task. Second, the Landscape Beautification Program will create aesthetic and functional gathering places throughout the villages. Village pathways will be bordered and the beauty of family yards enhanced by the use of desert plants and other local resources. Third, the Neighborhood Plaza Program will claim a central place in each village as the symbolic node of activity. Decorative signs, appropriate landscaping and benches will signify its use. Fourth, the Recreation Areas Program will designate and create space for outdoor leisure time use. Families and various age groups will be able to use these areas for formal and informal social activities.

Two weeks after the Consult a community-wide workday will create welcome signs for Pisinemo, San Simon and Santa Cruz. A series of community clean up days will be held in each village during the first month to remove trash and debris which has accumulated. A mini-park will be created for each village by residents using desert plants and materials for landscaping. Community meetings will be held in each village with area architects and horticulturists to create the design for the community plaza. Residents will designate community streets, decide on street names and erect sign posts during the first month. A sign designating Santa Cruz was painted on the water tower during the Consult. Each of the other two villages will also create a unique sign to announce their name.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 14

Plate 50

ICA Consultants

Space Design Scheme

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Used Pick Up Truck	3,000			
	Park Benches	500			
	Tools	500			
	Plaza Construction	2,500			
	subtotal - capital	6,500			
II Pay and Allowance	Supervisor	3,600			
	Landscape Consultant	2,000			
	subtotal - pay	5,600			
III Current Expenses	Maintenance	600	600	600	600
	subtotal - current	600	600	600	600
	Total Program Cost	12,700	600	600	600

ENVIRONMENTAL COHESION: Actuating Program 15

CORPORATE WORK FORCE

Good quality, low cost public and private facilities are essential factors in providing a sense of pride and permanency of a community. The use of durable building materials and appropriate architectural designs play critical functions in establishing a creative community environment. The Corporate Work Force will provide opportunities for local residents to be trained in construction skills while providing the villages with much needed facilities for business, recreation and private use. Adapting local materials to meet necessary government specifications will allow costs to be kept at a minimum. Local residents and area architects will work jointly to create new housing designs that capture both the traditional Papago family living patterns and the utilitarian functions possible in modern homes. By corporately engaging in the creation and upgrading of community facilities, the appearance of temporariness will be changed to one of stability and strength.

The Corporate Work Force is composed of four components. First, the Housing Renovation Program will build model homes and construct the facilities needed for new retail operations. These buildings will be demonstrations of designs appropriate to the Papago Heritage and will use local materials upgraded for durability. Second, the Industrial Park Program will construct facilities for the new industries planned by the community. A centralized location will be designated for this complex. Third, Common-use Buildings Program will construct facilities which can house the Community Activities Center, the Recreation Center and the Heritage Museum. Much of the community's corporate life will center around these buildings. Fourth, the Serviceable Roads Program will pave the entrance roads to the villages and improve and maintain the streets and pathways within each village. Secondary roads giving access to the range will be extended.

The University of Arizona's Architectural School will be contacted within two weeks following the Consult to work with village residents in creating several alternative designs for houses and the Community Activities Center. Meetings will be held in Pisinemo, San Simon and Santa Cruz in November to decide on basic land use plans for the future and comprehensive community designs. Sites will be selected for the Industrial Park, Community Activities Center, Laundromat and Snack Bar with signs erected designating the chosen sites. During the month following the Consult residents will visit nearby demonstrations of new techniques for upgrading local building materials and innovative ideas for their use in construction. Community workdays will clean out the existing drainage ditches of collected debris.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 15

Plate 5P

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Corporate Work Force

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Tools	1,900	1,400	1,400	1,400
	Road Construction	20,000			
	Road Repair	5,000			
subtotal - capital		26,900	1,400	1,400	1,400
II Pay and Allowance	Supervisor	7,200	7,200	7,200	7,200
subtotal - pay		7,200	7,200	7,200	7,200
III Current Expenses	Travel	700	700	700	700
	Maintenance	800	500	500	500
subtotal - current		1,500	1,200	1,200	1,200
Total Program Cost		35,600	9,800	6,200	6,200

EPILOGUE

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I

ACTUATION PHASING

METHODS

Although the methods of the Social demonstration Consult are universally applicable, particular situations are always unique. Clues to Pisinemo's uniqueness are found in the five comprehensive charts and accompanying discussion which comprise the substance of this document. These charts hold the Operating Vision, Underlying Contradictions, Practical Proposals, Tactical Systems and Actuating Programs which reflect the flow of the consultation.

FINDINGS

At the week's beginning, the Operating Vision of Pisinemo indicated concern for obtaining more and higher paying jobs and to fully utilize the resources of the desert land around them. Also reflected was the community's desire to provide new district services, upgrade the physical space and deepen the corporate style and education of the three villages. The following day's work of discerning Underlying Contradictions focused on planning and decision making, heritage recovery and skills training and the design of public and private space. Other issues were on developing new relationships with agencies and organizations outside the Reservation, capital reserves for the villages and a new system of information delivery. Wednesday's work of the Practical Proposals emphasized the increase of resource utilization, businesses, and the financial base; and the organization of data access, practical education, district stability and cultural cohesion. Tactical Systems to carry out proposals were created on Thursday. Modernizing agriculture and land use were suggestions to enhance the total physical environment. Expanding basic economic operations and establishing a fundamental village system were offered to ensure healthy growth patterns. The Consult recommended a cohesive cultural life with the transformation of Papago heritage and new methods of decision making. Final work of the Consult is shown in the Actuating Programs charts. Intensification of economic growth through five of the programs include merchandizing, fiscal operations, land management, cattle, and industries. Another five programs include a services node, information network, health, training, and utilities. The final five programs cover a leadership association, cultural traditions, community center, environment, and a corporate work force.

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PHASES

The Human Development Project model produced during the Consult represents the decision of Pisinemo to intensify and expand development efforts. The Actuating Programs provide broad four-year phasing for completion of the Pisinemo Project (Plate 5A). The first year emphases are launching the fifteen programs and training core community leaders. At the year's end all actuating programs will be in operation. Second year emphases are program acceleration and replication in other rural locations. During this phase, leaders will be trained to guide the direction of project expansion. As the project becomes established, local leaders assume greater responsibility for its operation. Accordingly, the 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 reduced and local initiative maximized in all programs.

II

PROJECT FINANCING

FUNDING

A comprehensive funding scheme is required for social demonstration. While the community must move quickly to assume responsibility for costs of its development, outside financial coverage is necessary to build economic momentum. The project requires direct assistance from both public and private sectors 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 make such external resources immediately available, but to maintain them only as necessary to generate local economic activity.

COSTS

The fifteen 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 first year costs of each of the programs and their combined total. Plate 6B provides a picture of the projected costs for four years. It is predicted that by the fourth year only minimal special funds will be needed by the project. The largest single item in the budget is for expanding the telephone system which is essential in order to establish any industry within the community. The second largest category of expenditure is for the building of commercial facilities which is \$100,000 or approximately ten percent of the total budget. After basic operations are capitalized, costs drop dramatically during the third and fourth years. Correspondingly, the funding required and the amount of outside money needed falls significantly, as is pictured in Plate 6C. By the end of the fourth year, the introduction of light industry, combined with the impact of improved range management, will have established a solid economic base for the project's future efforts.

III

IMPLEMENTING FORCES

GUILDS

The fifteen programs provide the framework for local participation and give direction to necessary organization of the community to do the work of implementation. Participants form a series of working groups, a modern form of the traditional guilds. These groups subdivide into task forces for particular jobs related to varied aspects of program implementation. Though basically task-oriented, these citizens' groups also do continual planning and evaluation.

COMMISSIONS

This organizational format provides the structure through which all residents can participate in making decisions about the community's future. The fifteen programs of the Pisinemo Human Development Project are grouped in relation to two commissions responsible for coordinating the unified forces of the project. One commission deals primarily with economic development, the other with the social. Commissions, comprised of guild participants and other community residents, include a representational cross-section of the community. Broad-based cooperation is vital to the success of effective community development. Commissions also need participation from the auxiliary staff and guardians who catalyze and support the project. A representative body of this assembly is charged with the responsibility of coordinating work of actuating agencies and ensuring that programmatic decisions reflect the community's concerns and needs. 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 ensure the continuance of external support to the Pisinemo Human Development Project. Such a supportive network allows for participation and assistance of governmental departments as well as establishment of relationships with the private sector across the State and the world. In addition to funding, outside support includes information sources, advocacy and access to services and expertise presently unavailable within the community.

AUXILIARY

Finally, the Actuating Programs indicate need for the catalytic force referred to as the auxiliary. Important to a dynamic Human Development Project is the catalytic body that brings dedication and methodological expertise to the task at hand and engenders motivation. It also provides ongoing training, most of which goes on informally as people work on a common task. Such training makes possible the continual emergence of new leadership. The presence of such a group whose membership is international provides fresh perspective to the community. When this is in dynamic relation to

the community's intimate knowledge and practical wisdom of the long-time residents, a reservoir of effective energy emerges. In Pisinemo such a force of people needs to include those skilled in construction, architecture, financial management, small business management, accounting, veterinarian medicine, ranching, agriculture, animal husbandry, library science, natural resources, environmental planning, horticulture, journalism, history, and utilities. Each auxiliary member will be responsible for training one or more local citizens to assume leadership responsibilities.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Since Pisinemo's Project is serving as a pilot demonstration of possibility for similar locations, it is important that an imaginal picture of anticipated benefits be depicted. Imagine what a visitor to Pisinemo will see twelve months in the future.

ENVIRONMENT

As our visitor enters the Pisinemo District on Highway 86, he is impressed by the attractive "Welcome to Pisinemo" billboard, trimmed by a multi-colored Indian design. He is told by his guide that the design was drawn by a resident Papago artist. Not far down the highway, he notices another decorative sign, welcoming him to the village of San Simon. They stop at the Trading Post and walk inside. Our guest walks through the well-stocked shelves of merchandise to the cafe for a cup of coffee. He asks the woman behind the counter a few questions, and discovers that the store has just received a beautification face-lift, and that the cafe has recently opened up, already attracting many tourists passing by on the highway. From the cafe, the visitor walks along the gravel road that leads him into the village and is impressed by its excellent condition. A playpark has been constructed in the village center, near the church, and there are many laughing children playing on the new equipment made from local resources. Leaving San Simon, our visitor asks if he can also visit the other two villages in the project area. They drive to Santa Cruz where he notices the water tower that has been painted with the Santa Cruz name and symbol. One of the residents walks over and welcomes him to the village. He is eager to point out some of the exciting additions of the past six months. He is particularly pleased that the long awaited Feast House has been completed.

From Santa Cruz our visitor drives north to Pisinemo village. He is impressed that all the streets leading into the village are so well-designed with desert plants and rocks and in such good condition. The road into Pisinemo takes him to San Jose Mission Church, famous for its adobe construction and Indian artwork. Nearby,

COMMUNITY

there are villagers of all ages enjoying the landscaped plaza. The unique plant life of Arizona is attractively displayed with signposts explaining the significance of the landscape in Pisinemo. As he walks around Pisinemo, he comments that like the other two villages, the area is very clean. There are trash cans with imaginative designs on them that are strategically located for trash disposal. He asks about trash removal and a resident tells him that each village now has a new landfill and regular trash pick-up that has been established.

As the visitor is escorted through the village, he pauses briefly to notice the spectacular vista--mountains that rise off the flat plains seem to touch the sky. In the east, he notices the shadowy face of Baboquivari, the sacred mountain home of Iitoi, Elder Brother of the Papago people, and Kitt Peak with the world-famous observatory visible as a tiny white speck against the blue sky. All of a sudden, his guide brings him back to earth by announcing their arrival at the community laundromat. He hears voices of women and children, and notices the new machines, bright colors and decor on the walls. Looking out the window, he sees various adobe buildings with the sign "Industrial Complex" in front of them. The women tell him about the new votive candle factory that sells candles all over the Reservation and the electronic sub-assembly plant that hires ten men. The visitor is interested in new jobs and goes first to the new Pisinemo Nursery where he is introduced to the staff. He observes specimen plants, seedlings growing in large containers, cuttings being transplanted, and various cactus and desert trees lined up for transport to Tucson nurseries where they are sold as top quality landscape plants. The staff explains how new jobs have been generated in the nursery industry, using the readily available resources of the land. They also mention how families are beginning to do desert landscaping around their homes, beautifying the general appearance of the villages.

EMPLOYMENT

The visitor passes by the Headstart building and hears children singing one of the favorite community songs. "Let our people join together, let us stand upon our land, in the shadow of the mountain, we find hope for every man." As they finish the song, they come bursting out the door into the playground, all with Pisinemo T-shirts, printed with the rising sun over Baboquivari and the words "Stand Tall" written in bold letters. One of the teacher aides motions for him to come in to see the room and invites him to the parents meeting that evening where parents and teachers work together in planning curriculum and field trips. As they walk away, the guide tells him of the G.E.D. classes that are being held weekly to enable people to get their high school diplomas and the literacy classes for the elders to learn to read and write English. He mentions that the fullest and busiest class is in economic management and bookkeeping. There are even some of the older people taking that class and learning how to do everyday budgets.

EDUCATION

SERVICES

The visitor walks over to the new community center. A poster announcing the upcoming immunization campaign catches his eye. Also on the bulletin board there are flyers about the various after-school activities for the youth. Once inside the center he buys a hamburger and drink at the snack bar. He walks into the recreation room where youth are involved in various games like bingo, ping pong, pool and shuffle-board. A reading room off to the side is furnished with lounge chairs and couches. He overhears one of the girls talking about the article she is writing for the next issue of the Pisinemo "Voice". He asks more about it and is told the newsletter comes out every Friday. It is written by community writers and contains information about everything happening in the District from agricultural news to special feasts. On his way out of the center, a little girl dressed in traditional Papago dress catches his attention. She proudly explains that she is a member of the dance troupe and is in a hurry for rehearsal in the community center. "We are rehearsing for our performance at the Pisinemo Festival next week," she beams and runs back. In the last room of the center he sees a sign saying "Pisinemo Project Office." He sticks his head in the door and sees every wall covered with maps. As he begins to talk to the person at the information desk, he finds out that they have finally been able to supply electricity, water and a sewer line to every household in Nestor, San Simon, Santa Cruz and Pisinemo. Another map shows the telephone lines that have gone in, including a public telephone in each village.

AGRICULTURE

The visitor stops by the corrals located in the center of the village where the men are making arrangements for the upcoming auction. He stops to talk to one of the officers of the Cattle-men's Association who excitedly tells him of all the range improvements and cattle production programs currently operating. "You will have to see our new charcos," he exclaims, referring to the three water storage pits built in the past six months, "and the demonstration farm, where we're experimenting with Bear Grass and Devil's Claw for our basket-weaving industry, and jojoba and Buffalo Gourd as potential cash crops." As he walks away from the corral, he reflects on how eager his informant had been to share with all that was happening in agriculture and his own personal commitment to make sure changes continued. "We suffered badly from the drought a few years ago," he had said, "and even last year our herd was still weak, with only a 25 percent calving rate. But now, we're working hard together, and we're going to make this desert bloom."

As the visitor leaves Pisinemo he realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He recalls the vibrancy of the youth and their eagerness to participate in new

MORALE

activities. He senses that here he has seen a people who have decided to honor and maintain their cultural tradition while developing the economic and social life of their community. He knows that something profound has happened to them. He finds it difficult to forget the way they speak of the history and future of Pisinemo. Perhaps he will say that the people displayed a new kind of community spirit. He wonders if this can happen in Pisinemo, why not in other reservation communities, and indeed, the rest of the world.

V

REPLICATION SCHEMES

LOCAL

The Pisinemo Human Development Project is a living demonstration of comprehensive socio-economic development of a desert community. This means that this pilot project is designed for replication in other communities. The effect in Pisinemo will be known in other areas of the Indian Reservations as well as other communities across Arizona and the Southwest. Local replication involves six steps. First is the systematic sharing of project results with other communities through speaking engagements by residents and auxiliary staff members from Pisinemo. Second, a visitation program is designed whereby leaders and residents of other communities visit the project site. Third, one-day local community meetings are held where people from prospective communities meet to discuss the challenges of their communities and formulate working proposals. Fourth, concerned leadership is trained in project methods through a Social Methods Institute. Fifth, in consultation with ICA staff, community leaders explore the implications of undertaking a Human Development Project. Finally, replication is initiated in communities deciding to participate with the assistance of residents of Pisinemo and staff from the Institute.

NATIONAL

A state wide replication effort would be of signal value for other communities by giving form to the movement toward local responsibility in social and economic development. This would benefit the country in a number of ways. It would dramatize a new approach to arid areas across the Southwest. It would demonstrate a viable approach to socio-economic revitalization of communities within reservations. It would be a model for creatively developing community space with local resources, providing improved local services and engaging all residents in community decision making. It would develop methods of training which encourage citizens' participation. Finally, a Human Development Project demonstrates the revitalization of community as a fundamental need in our time. Practical replication steps involve local people and solicit the

support of public and private sectors at all levels. The Institute of Cultural Affairs' work in twenty-nine nations has built a foundation of support and responsiveness which greatly facilitates a move to replication.

PERSONNEL

Replication of a project requires some estimate of staff and training needs. Creation of a network of model communities across the Southwest would require a staff of about six people for each community for a period of two or more years. This staff would live in and work with the community, sharing a variety of skills. Of importance is the deep concern of each staff member for the renewal of community life. Consulting groups are made up of people from both public and private sectors. They could be people from across the United States, possibly including university students whose degree requirements incorporate a year of field placement. The Institute provides practical training in community development methods for replication forces. Classroom work is combined with practical field training in the pilot project and local replication experiments.

FINANCING

Through the ongoing Human Development Project, the ICA provides training resources at minimal cost for replication in other locations in the Southwest and across the country. Program budgets for each replication project are built on the basis of local necessity. Financing will be supported by allocated funds from both the normal channels of public and private support and through long range loans. Community residents participate directly through contributions of time and effort as well as direct cash donations. Sources of support from the local area and beyond are greatly expanded by the successful accomplishments of the Human Development Project in progress.

VI

SUPPORT SYSTEMS

SELECTION

For several months the ICA surveyed many communities in anticipation of establishing a pilot Human Development Project in a Southwestern Indian village. Pisinemo was chosen for several reasons. First, although it is isolated within a Reservation it is located less than two and one half hours from the airport of Tucson. There is an airstrip in Pisinemo District for private planes. This makes it easy for visitors who wish to visit a demonstration project. Second, it is an Indian community with a strong tradition. It can serve as a dramatic example of involved citizens everywhere who are in a multi-culture nation who dare to adapt their life style while keeping their significance as a people. Third, both public and private sectors have indicated interest in cooperating with such a village

PHDP
ICA Consultants

development effort. Fourth and perhaps most important, local residents and community leaders are ready to move immediately toward the socio-economic development of Pisinemo.

STAFF

The ICA is ready to provide consultant services necessary to support the work of the Pisinemo Human Development Project in the coming year. This means assigning staff to serve as the project auxiliary. The skill 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 live in Pisinemo and work full time in the project.

SUPPORT

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

CONCLUSION

The Pisinemo Human Development Project in consultation with the ICA is one of forty-eight projects initiated over the past 36 months in Australia, Brazil, Canada, Chile, Egypt, Guatemala, Hong Kong, India, Indonesia, Italy, Jamaica, Japan, Kenya, the Marshall Islands, Malaysia, Nigeria, Republic of China, Republic of Korea, Republic of the Philippines, Samoa, Singapore, United Kingdom, United States, West Germany, Venezuela and Zambia. The Institute anticipates the Pisinemo Human Development Project will be of service to Native Americans and the nation as a whole as one of many signs already present that local community is being renewed by local people.

BUDGET SUMMARY CHART

Fiscal Year 1979

ICA Consultants

Key: 1.0=\$1,000

breakdown programs	Capital Costs	Salaries		Operating Expenses		Total
		Local	Fees	Expenses	Travel	
1 Commercial Merchandising Complex	64.2	3.6		1.2		69.0
2 Fiscal Operation Agency	1.5	7.2		1.6	2.4	12.7
3 Land Management Project	36.1	7.2	0.5	6.2	0.5	50.5
4 Diversified Cattle Industries	15.0	3.6	2.5	9.0		30.1
5 Agronomic Processing Enterprise	82.0	3.6		3.0		88.6
6 Multiple Purpose Node	8.3	7.2		2.3		17.8
7 Civic Information Network	2.1	3.6		3.2	0.5	9.4
8 Health Delivery System	26.7	7.2		0.9	0.5	35.3
9 Functional Skills Academy	1.4	14.4		0.9		16.7
10 Complete Utilities Board	34.0	3.6	0.5	1.1	0.5	39.7
11 Pisinemo District Association		7.2		2.0	2.4	11.6
12 Cultural Identity Campaign	1.0			0.5		1.5
13 Community Activities Center	53.5	7.2		2.1	0.6	63.4
14 Space Design Scheme	6.5	3.6	2.0	0.6		12.7
15 Corporate Work Force	26.9	7.2		0.8	0.7	35.6
Total	359.2	86.4	5.5	35.4	8.1	494.6

PROJECTED COSTS
over four years

ICA Consultants

Key: 1.0=\$1,000

years programs	I	II	III	IV	Total Cost
	FY 1979	FY 1980	FY 1981	FY 1982	
1 Commercial Merchandizing Complex	69.0	6.8	2.2	1.2	79.2
2 Fiscal Operation Agency	12.7	12.0	12.0	10.0	46.7
3 Land Management Project	50.5	32.9	22.8	-	106.2
4 Diversified Cattle Industries	30.1	10.4	2.0	-	42.5
5 Agronomic Processing Enterprise	88.6	6.1	1.0	0.5	96.2
6 Multiple Purpose Node	17.8	9.5	5.9	2.3	35.5
7 Civic Information Network	9.4	7.8	7.5	6.2	30.9
8 Health Delivery System	35.4	8.6	8.6	0.7	53.3
9 Functional Skills Academy	16.7	8.5	8.5	1.1	34.8
10 Complete Utilities Board	39.7	221.4	0.7	-	261.8
11 Pisinemo District Association	11.6	11.4	11.0	10.5	44.5
12 Cultural Identity Campaign	1.5	1.0	1.0	0.5	4.0
13 Community Activities Center	63.4	11.7	10.4	10.4	95.9
14 Space Design Scheme	12.7	0.6	0.6	0.6	14.5
15 Corporate Work Force	35.6	9.8	6.2	6.2	57.8
Total	494.7	358.5	100.4	50.2	1,003.8

PROJECT FUNDING FLOW CHART

ICA Consultants

toward local self-sufficiency

Key: 1.0=\$1,000

			years	year one	year two	year three	year four	Four Year Totals
items								
Monies Injected and Stimulated	Outside Monies	Public Sector	Local	45.0	18.0	12.0	4.0	79.0
			National	106.0	44.0	28.0	12.0	190.0
		Private Sector	Individual	32.0	14.0	8.0	3.0	57.0
			Corporate	48.0	20.0	14.0	5.0	87.0
		Total			231.0	96.0	62.0	24.0
	Community Monies	Monies Contributed	Cash	4.0	6.0	7.0	8.0	25.0
			Inkind	28.0	17.0	13.0	6.0	64.0
		Loans Assured	Current	32.0	20.0	18.0	12.0	82.0
			Long Term	200.0	220.0	0.0	0.0	420.0
	Total			495.0	359.0	100.0	50.0	1,004.0
Total Monies								
Community Income Development	Community Annual Earnings		440.9	548.0	698.0	882.0		
	Family Annual Earnings		42.7	53.1	67.6	85.4		