

DELTA PACE COMMUNITY REPORT

MAY 1980

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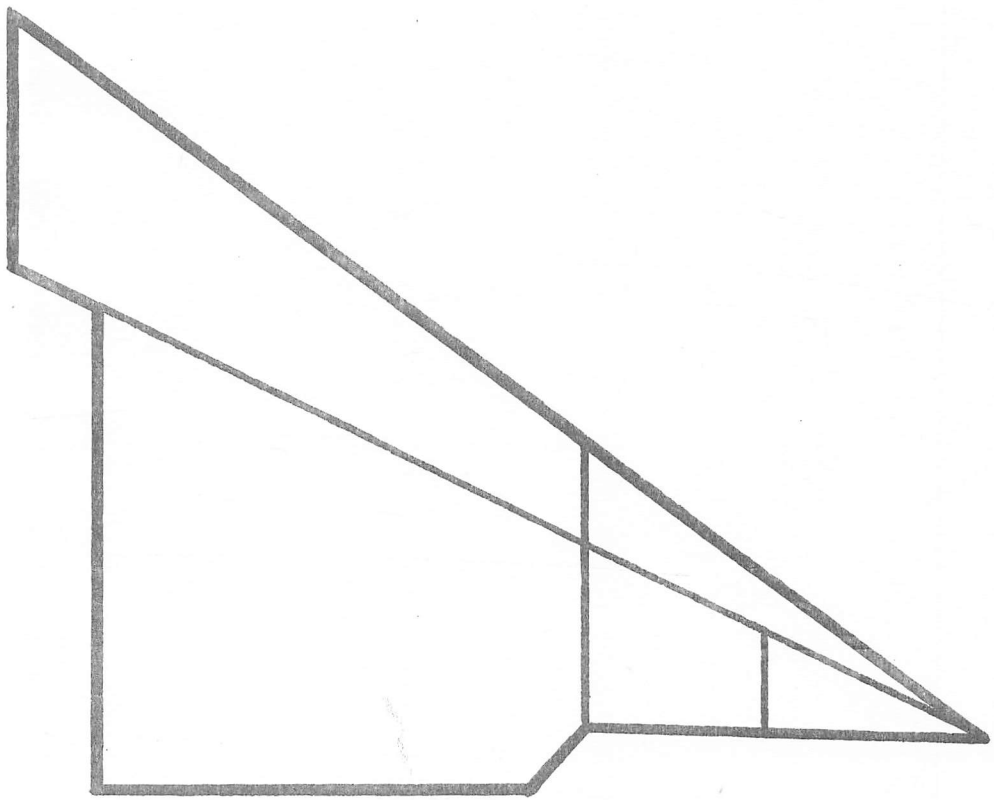
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THE STORY OF DELTA PACE



THE HISTORY OF PACE

This is the story of a community which began near the turn of the century as a cotton and lumber town. It became a thriving town for about 30 years but began to decline in population and income after the Great Depression and World War II. Delta Pace is located in Bolivar County twelve miles East of the Mississippi River, and is comprised of a 65% black population and a 35% white population in a town of 697 people.

I. The Emergence of a Town

In the early 1900's the town of Arnold (later to be renamed Pace) was created in the midst of undeveloped timber and rich, undrained swampland of the Delta region. The parents of Major George W. Arnold acquired the property for the town in 1890. Major Arnold came to the Delta in 1891 and began marking off the town boundaries about 1900. Six families helped establish the community which had four stores, a sawmill, a building housing the church and school, and a depot. In 1909 Arnold changed its name to Pace, after one of the original settlers. There was another town called Arnold, and the mail kept getting mixed up between the two settlements. Paddlewheel boats and fully equipped cotton gins floated up and down the Bogue Phalia (an Indian word for beautiful stream) carrying logs to the sawmill. Ox carts were used to take the cut lumber away. The sawmill was torn down around 1912. As there were no drainage canals, roads were impassable in the winter and the railroad was the only reliable means of ground travel. The railroad took the cotton out for processing and brought in salesmen on passenger trains to stay in the 2-story hotel. A post office was built, more land was cleared and drained for farming, roads and streets were put in and some of the first brick buildings in the county were constructed. Pace was incorporated in 1923 and Mose Hyman served as the first mayor. Prosperous farm families moved into town and the population began to grow. An artesian well was dug in 1917 and operated until 1963 when it was replaced. Concrete walks were laid across the town in 1926. In 1925, the 2-story hotel on the main street burned down. In the summers, the youth dived off the foot bridges and swam in the Bogue Phalia.

II. The Declining Years

During the depression, the price of cotton dropped from \$1.00 a pound to 5 cents a pound. Farmers and farm workers sought federal employment. Some worked for fifty cents a day (sometimes in script) to dig trenches for septic tanks. Cotton crops diminished from year to year and of the four cotton gins previously in operation, only one remained. During this time, the bank closed. In

INDICES OF DEVELOPMENT

A. TOWARD ECONOMIC SELF-SUSTENANCE

INTENT: At the time of the Human Development Consultation the expressed intent of the citizens of Delta Pace was to move toward self-sustenance by stabilizing and revitalizing the economic foundation of the community. This was to be accomplished by diversifying the commercial base, increasing employment opportunities, and generating financial resources.

CONTRADICTIONS: All of the contradictions delineated in the Consultation Summary Statement are intricately related to the economic development of Delta Pace. Those which seem most directly related are: 1) restricted access to capital funds, 2) limited opportunities for gainful employment, 3) confined scope of business operations, and 4) narrow range of practical skills.

INDICATORS: Among the many indications of signal economic development, the following four were selected as representative.

1. Laundromat

The establishment and expansion of the Delta Pace Laundromat has provided a vital local service. Previously, townspeople had to travel eight miles to Cleveland or do laundry by hand. Begun in the spring of 1977, it was netting between \$60 and \$80 per month. In the fall it expanded to a larger facility with 12 washers and 6 dryers. It is now making an average of \$700 per month to be used for community improvements.

2. Increased Financial Investment

A total of \$1,816,050 investment has been secured from the private sector in the form of contributions and in-kind donations and the public sector in the form of grants for use in community projects.

3. Delta Pace Community Association

The Delta Pace Community Association (DPCA) is a non-profit local development corporation formed in December 1977. It has been instrumental in providing needed services such as the Delta Pace Voice (newspaper). The DPCA has also sponsored and/or supported groups working in Pace (such as the Youth Service Corps) and special events that have celebrated and honored individual and community efforts (Annual Awards Night).

DELTA PACE COMMUNITY ASSOCIATION

The Delta Pace Community Association was organized as a non-profit local development corporation in December 1977. The DPCA has coordinated the operation of the community laundromat. The proceeds are used for interest free loans, the community newspaper and support of other community activities. They have sponsored the (3) VISTA workers who work with the Youth Service Corps and the community garden project. They also provide transportation for people without cars into Cleveland to necessary family tasks through the use of the 12 passenger van. The 60 members are also responsible for the Annual Awards Night and the Annual Homecoming held on the 4th of July. The DPCA helped support the preschool and got the community involved in renovating a community building for community use. These activities have provided services for residents of Delta Pace as well as surrounding areas.

INCREASED COMMUNITY EMPLOYMENT

Employment of Delta Pace residents has increased during the last three years with 46 new employment possibilities. The beginning of the preschool created 7 new jobs for residents of Delta Pace, offering the positions of teachers, aides and cook. Four mothers whose children are enrolled in preschool have received other types of employment. These women contrast to the 40 adult women in October 1977 under 65 years of age who were neither in school nor working. By utilizing public sources of money, the Town of Pace has employed 8 adults in community service positions. Twenty-one youth have been hired for summer employment for three summers through the Youth Employment Training Program. This has provided the youth with practical preparation for future employment and an opportunity for concrete community service. A community resident became self-employed when he began a local trucking company within the last three years with one trailer truck. He has recently expanded and has three trailer trucks and employs three other community residents.

NEW EMPLOYMENT SECURED	
Preschool Teachers	2
Preschool Aides	4
Preschool Cook	1
Preschool Mothers	4
Youth Employment Training Program	21
Town Service Jobs	8
VISTA	3
Local Trucking Company	3
TOTAL	46

INDICES OF DEVELOPMENT

B. TOWARD HUMAN SELF-CONFIDENCE

INTENT: The intent of the residents during the last three years has been to move toward self-confidence by consenting on an effective design and use of community space, engaging the total community in upgrading and maintaining existing resources, forging out an evolving unity in community decision making structures and creating unifying symbols.

CONTRADICTIONS: All underlying contradictions identified in the Consult Summary Statement affect every aspect of community development. Those which appear to be most directly related to this dynamic had to do with inappropriate application of traditional values, inadequate care of community space, demoralizing images of civic identity, ineffective structures for local consensus, and fragmented modes of citizen engagement.

INDICATORS: Among the many factors indicating rapid human development in Delta Pace, the following five have been selected as representative.

1. Comprehensive Community Plan

The residents of Delta Pace, in consultation with the Mississippi Research and Development Center, created a Comprehensive Plan for Delta Pace including a total land use plan, a sewer system, a new water system, and appropriate housing designs. Funding has been secured for all portions of the plan, totalling 1.6 million dollars. This was accomplished by residents planning at weekly meetings for four months.

2. Community Leadership Development

There has been an increase in broad-based community leadership. Community residents have participated in training sessions for leadership methods, led Delta Pace community meetings, hosted national and international guests in Delta Pace, travelled to continental and international events and led community Town Meetings across the Mississippi Delta area.








3. Community Beautification Campaigns

Community-wide beautification campaigns were held throughout the town the last three years with as many as 75 residents at any one work day. Ditches were drained, vacant lots were cleared of trash and weeds, truck loads of large junk removed, alleys cleared, buildings and homes repaired and painted.

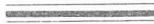
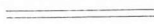


TWENTY YEAR DEVELOPMENT PLAN

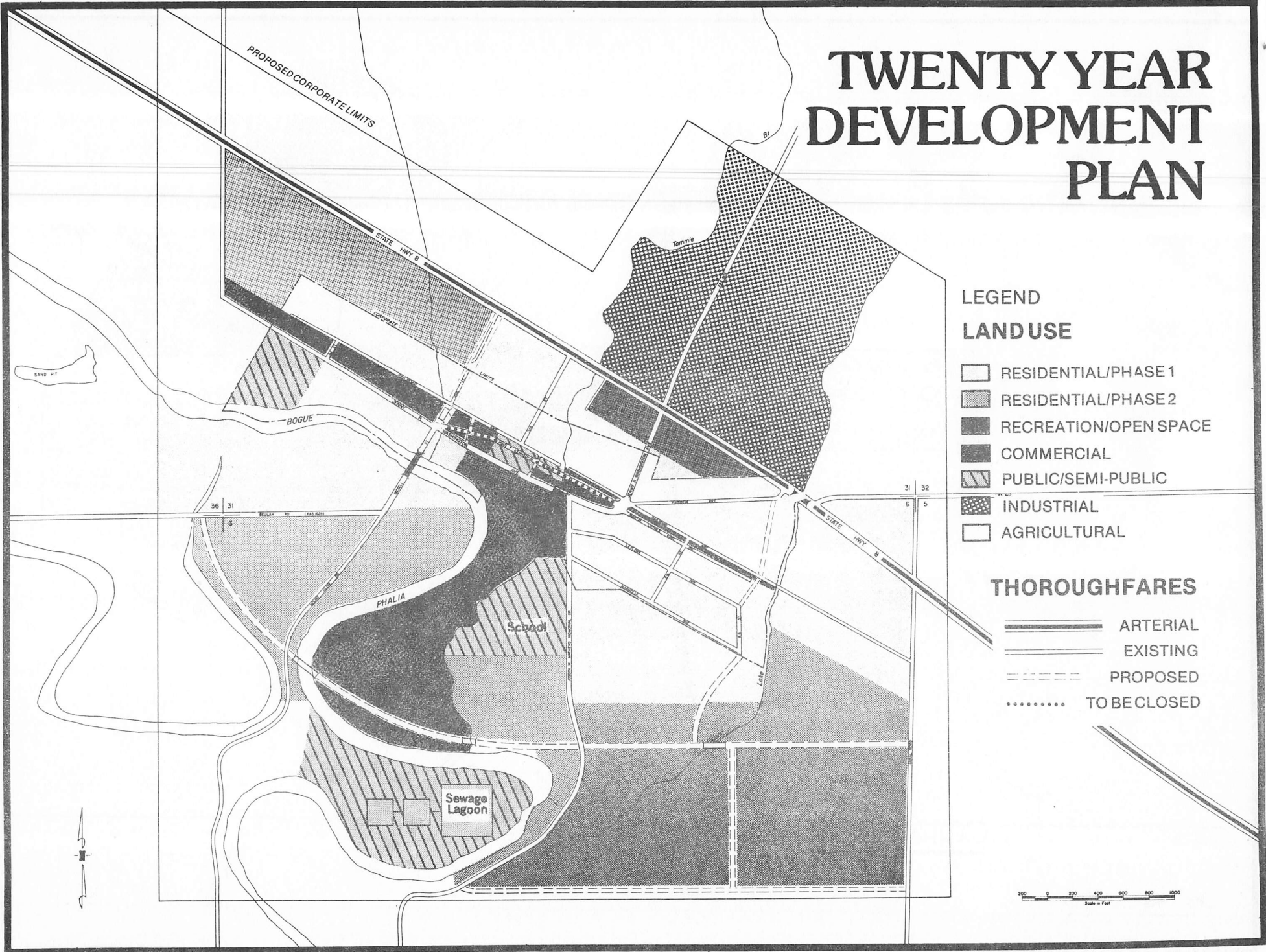
LEGEND

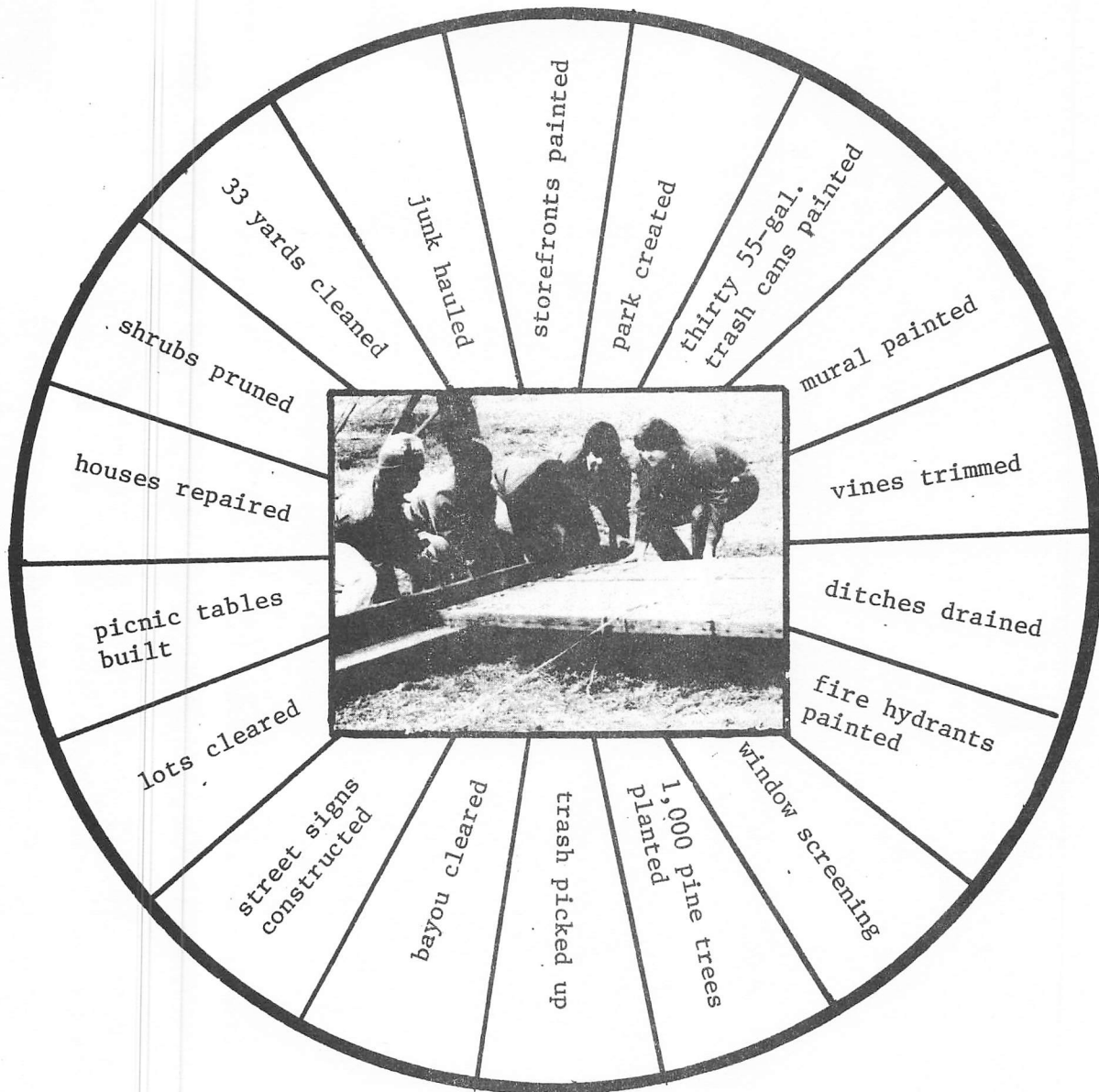
LAND USE

-  RESIDENTIAL/PHASE 1
-  RESIDENTIAL/PHASE 2
-  RECREATION/OPEN SPACE
-  COMMERCIAL
-  PUBLIC/SEMI-PUBLIC
-  INDUSTRIAL
-  AGRICULTURAL

THOROUGHFARES

-  ARTERIAL
-  EXISTING
-  PROPOSED
-  TO BE CLOSED





COMMUNITY WORK PROJECTS

COMMUNITY LEADERSHIP DEVELOPMENT

Over the past three years Delta Pace residents have become skilled leaders in practical service to the community. Weekly training sessions were held for residents in methods for leading neighborhood care meetings, programmatic task groups and community-wide work days. Delta Pace residents have assumed practical leadership responsibility for the Jaycees, the Youth Service Corps, local Town Meetings, Delta Pace Community Association, and the sewer system plan, to name only a few. Delta Pace also now has a full-time Mayor. The citizens of Delta Pace have used their leadership skills in service to the neighboring towns through presenting slide shows on what they have accomplished in Delta Pace and what they learned about local community development. Over 30 Delta Pace citizens also participated in leadership training sessions in preparation for leading 18 community Town Meetings held in the Delta of Mississippi. Each of these Town Meetings had at least two Delta Pace residents orchestrating the sessions. Community residents also provided leadership for the Delta Days Town Meeting Mississippi Assembly held in June, 1977, with 75 Delta citizens participating. Leadership development can also be seen by the over 33 residents who have taken on the role of "ambassadors" of Delta Pace and gone to other communities across the world. Residents have been to Venezuela, Canada, Chicago, North Carolina, Oklahoma, Louisiana, Korea, Houston, and Washington, D.C. sharing what they have learned about community development. In 1978, a New Village Movement leader from the Republic of South Korea visited the Delta Pace project.

COMMUNITY BEAUTIFICATION CAMPAIGNS

The community beautification campaigns were enthusiastically attended and enabled all age groups to work together. In a three month period in 1977, eighteen community workdays were held. Men and women and children fanned out to drain and flush ditches. Trash was picked up, truck loads of large junk hauled off, lots were cleared, vines were trimmed, buildings repaired and painted while others worked to build picnic tables for the park. The community celebrated together with barbeque dinners and reflections on the work done and on what needed to happen in the future. Delta Pace designed an "On the Street Where You Live" Campaign with residents buying paint for the exterior of their houses. The community helped paint five houses on Hayden Street. The Tommie Bayou was cleared, shrubbery pruned making stop signs more visible, and over 1,000 pine trees were planted along the median strip in the center of town parallel to the main street. Thirty 55-gallon trash cans were painted with the gold Delta Pace symbol by the Youth Service Corps and placed in various locations throughout the community. Corporate planning and working hard together to pull off the many workdays have been a symbol of the decision to care for Delta Pace.

INDICES OF DEVELOPMENT

C. TOWARD SOCIAL SELF-RELIANCE

INTENT: The intent of the residents of Delta Pace during the last three years has been to move toward social self-reliance by intensifying social services of the community. This was to be accomplished by providing essential health and safety services, training residents of all ages in leadership methods and basic practical skills and initiating opportunities for engagement in community responsibilities.

CONTRADICTIONS: The underlying contradictions in the Consultation Summary Statement that have blocked the development of social engagement are: incomplete delivery of basic services, inappropriate application of traditional values, ineffective structures for local consensus, fragmented modes of citizen engagement, narrow range or practical skills.

INDICATORS: The following four examples have been selected as representative of indications of rapid social development.

1. Sewer System

A new sewer system for the total community has been planned and funded with a government grant. The town water system has been reorganized to allow for the sewer system and all land-use plans necessary are complete. While working on the plans for the new sewer system, Delta Pace residents upgraded the present drainage system.

2. Community Preschool

A community preschool has been initiated which provides employment for 9 people and serves twenty-four children or 87% of the eligible preschool population.

3. Adult Continuing Education

The preschool staff and mothers have participated in in-service training, qualified for GED and taken courses in college. Adult education and sewing classes have begun at the Attendance Center. Pace residents have participated in and led Town Meetings across the Delta and the state. All of these have enabled in-depth learning of methods and released latent creativity within individuals and the community.

4. Community Service Groups

Approximately 1/6 of the population of Delta Pace has joined community service groups in the past five years. These are the Volunteer Fire Department, the Jaycees, Youth Service Corps, Prepare For Tomorrow (PFT), and VISTA. These groups have demonstrated the power of residents to work together in practical service to the community.

SEWER SYSTEM

The first step in demonstrating a positive economic future was dealing with the water system and sewer. It was evident that a public sewer and improved water system would mean the elimination of health hazards, such as open ditches, and contaminated water from leaks in water lines and mosquito growth. A sanitation system would also provide an opportunity for an increase in population, industry and housing. Community efforts to upgrade the present drainage system were made, including manually cleaning drainage ditches and enclosing at least one ditch with 250 feet of culvert. At the same time, work continued on the long-range plans for a new sewer system. A sewer feasibility study--201 Study--was done by Continental Consultants in Jackson in 1977. A major breakthrough was the decision by the National Demonstration Water Project in Washington, D.C. to choose Delta Pace as one of four communities in Mississippi to receive aid in getting a sewer system. Another major breakthrough was made when after a year of discussion, a Pace Water Association General Meeting was held with over 100 residents in attendance. A motion was made to turn over the water system to the Town Board to facilitate water system funding essential to the passing of the sewer grant. After much work by the Mayor and the Town Board, the Economic Development Administration (EDA), Housing and Urban Development (HUD), and Farmers' Home Administration (FmHA) granted funds for the sewer and water systems. In May 1980, the Sewer and Water Improvement Bond Issue for \$133,000 was passed by Delta Pace residents. This is the final step in releasing \$1.4 million secured grants for sewer, water, housing, and new streets. Delta Pace will soon see the ground breaking for the new sewer system--a long awaited dream has happened.

COMMUNITY PRESCHOOL

The old Post Office building was donated by a local resident and renovated to meet State Health and Welfare Department guidelines necessary for future funding. New floors, interior walls, ceiling, lighting fixtures, air conditioning, heating, plumbing and wiring windows and door frames were added. The inside and outside of the building were repainted. The entire restoration effort was

SOCIAL AND ECONOMIC EFFECTS OF THE DELTA PACE PRESCHOOL	
<u>7 Preschool Empolyees</u> 2 Teachers 4 Aides 1 Cook	3 have obtained Graduate Equivalency Diploma
	2 are attending Junior College
	2 are completing Graduate Equivalency Diploma
	All have attended In-service Training sessions at Mississippi Valley State University
<u>22 Preschool Mothers</u>	4 have secured employment
	2 returned to high school
	2 are completing Graduate Equivalency Diploma
	2 are attending Junior College

ADULT CONTINUING EDUCATION

Adult continuing education has been an emphasis in Delta Pace. When the preschool began, six of the seven employees were from Delta Pace, none of whom were formerly employed. Of the six, all have since received technical training. The four aides and the cook received inservice training from Mississippi Valley State University. The two teachers attended a training session at Jackson State University. Of the six, only one had a high school diploma. Three have since achieved their High School Equivalency Diploma (GED). Two are beginning courses at Coahoma Junior College and two are working towards the completion of their GED. The preschool staff travelled to Chicago for a weekend training and curriculum building session with preschool teachers in 5th City: Chicago. The 22 mothers of the children at preschool have also made educational achievements. Of the twenty-two mothers sending children, four have returned to high school to complete their education. Two are now completing their GED and two are going to Junior College.

The Pace Attendance Center has been the site for much adult education including literacy, sewing and GED classes. Pace elementary faculty participated in a self-study program toward acquiring accreditation. Over the last five years, nine Delta Pace students have received their college degree. From the high school, only fifteen did not complete their graduating year. Four people received Junior College degrees during this period. One resident received a registered nursing degree, and two women now have licensed practical nursing qualifications.

STORIES FROM RESIDENTS

"To measure the effect, you would really have to see Pace before. Many intangible things have happened that have cemented the community together. This is my home. I can look back and say it is my home. This is where I was born. We saw this town could be revived. We needed a sewer system and it took our mayor five or so years, but he got it. And it's worth one million or more. It brought people's minds back to the fact that they can do---there are things people can do themselves. The Preschool and Headstart have been an asset to the county by taking people off welfare and allowing progress. I've been teaching here for 31 years and ever since the Headstart came we've seen improvement. The children come to school asking questions instead of crying. Some can write their name. They are a lot less withdrawn. We have had adult education and sewing classes as well. Many who have attended the adult education classes have now gotten their high school equivalency diploma. We have not had as many dropouts; the rate is very low. Most go on to finish high school and then on to college. At one time I was the only black who finished college. Now there's been a complete turn around. They never had the push before. This shift has been a stimulus to the community."

-- Community Educator

"I have always felt knocked down. Now I feel like I've been given new life. I can go on through the day and night and get up the next day."

-- Delta Pace Resident

"Don't keep telling somebody he can't do something. All he wants is a chance. If somebody's got a little common sense, he can do anything. He just needs a chance. I've done things I never thought I would do. It's exciting to me to see how the world has changed. I want to write a song, 'see how the world has changed.' I'm 69 years old and I've seen more of the world than I'd ever seen before. There are lots of things yet to do. Delta Pace could be a model for others. We have done everything we had decided to do. Yet there are still a lot of things to get done."

-- Community Elder

"We visualize Pace in the future as a small town with a few conveniences of cities, such as a mall that houses shopping stores, a restaurant, and a movie. The idea of the future is to retain the atmosphere of a small community but to improve the living conditions of the town."

-- Delta Pace Young Adult

"Leadership training for Town Meeting helped us become community ambassadors. We knew some things are visible in leadership and some things are not. Our participation in leadership training helped us to encourage each other."

-- Young Adult

"We were farmers and we stopped farming and came to Pace in '66 or '67. Pace at that time was mostly farming, but later things got worse and worse. People looked for jobs and women especially got jobs in Headstart and things looked up. Later we started going to school to advance ourselves further and get our GED. We got a good start when Headstart came. When I took my GED test there were about one hundred of us from around Pace taking the test. It changed us as we improved ourselves. The children have learned how to mix with each other. The Preschool came in the last two years, but all of them really educate the children. They are not as shy as they used to be. Headstart really enlightened children a lot when it came 15 years ago and we celebrated it. It was a long time before we got paid, and people helped out. Teachers worked without pay and lots of people brought food for the meals. Headstart got us organized to work together and cooperate with each other."

-- Headstart Teacher

"Within the last year I have seen many things happen in Pace, each being good in its own way--although I may not have understood why. All of them played an important part in what is yet to be. It was a dreary Pace come to life. I witnessed a Pace that I had only heard about from my parents and other elders. I saw Pace struggling to gain its rightful place among the growing communities of the South."

-- Delta Pace Young Adult

"There has been great improvement in Pace. A lot of people showed no interest, but now many have interest for improving the town. The town is kept cleaner than in the past. Communication with other areas like ours and with the whole state has been an incentive for people to come back and improve Pace."

-- Headstart Director

"There is a difference between being helped and knowing what you can do. An 86 year old lady redid her house by using her savings from small checks. The clean-up and paint-up weekend made that possible."

-- Preschool Teacher

Preschool Teachers
Plan Curriculum



Youth Service Corps
Paint Fire Hydrants

Jaycee Installs
Fire Extinguisher

also taken the story of their community across the nation and around the world by participating in local development with communities in Canada, Venezuela, Korea, North Carolina, Louisiana, Texas, Oklahoma and Illinois. 3) Delta Pace citizens hosted representatives from communities across the Delta in the Delta Days Assembly in June, 1977 when 75 people gathered in Delta Pace to celebrate the Town Meetings held in their communities. Delta Pace has also hosted groups of volunteers who came to participate along with the community in work days. 4) The story of the accomplishments of Delta Pace has been presented to communities across the United States through brochures created by the community and a short story of the community park creation with Xerox Corporation volunteers has been used as a commercial on nationwide television.

The Future Role

The new phase of Delta Pace's extension will be launched in June, 1980 with the hosting of a Human Development Training School. The HDTS provides methods of identifying the actual human needs in any community. It offers ways to discover local resources, government services and appropriate technology available for meeting these needs. Training in methods of corporate leadership for engaging an entire community in common planning and action is also emphasized. Representatives from across Mississippi and the South will be in attendance at the three-week session, with particular emphasis being placed on local communities in the Pace Service Area. This will provide a forum and a focus for Delta Pace to share in depth its learnings in community development. Specific arenas of practical skills that will be key are the learnings of Delta Pace residents in leadership development, preschool curriculum, and sewer system implementation.

THE METHODS OF HUMAN DEVELOPMENT

PROGRAMMATIC CHART Toward the Actuation of Comprehensive Human Development Projects on the Local Level thirty six programs — nine structures — three dynamics — one project		
A ECONOMIC DEVELOPMENT LOCAL PRODUCTIVITY —toward self-sustenance	B HUMAN DEVELOPMENT LOCAL MOTIVITY —toward self-confidence	C SOCIAL DEVELOPMENT LOCAL SOCIALITY —toward self-reliance
Enabling local— COOPERATIVE AGRICULTURE 1 expanded cultivation 2 intensified production 3 water delivery 4 equipment pool	Reconstructing local— LIVING ENVIRONMENT 13 domestic housing 14 public facilities 15 village design 16 essential services	Creating local— PREVENTIVE CARE 25 intermediate sanitation 26 total nutrition 27 systematic immunization 28 primary treatment
Developing local— APPROPRIATE INDUSTRY 5 cottage production 6 agro-business 7 processing plants 8 ancillary industry	Catalyzing local— CORPORATE PATTERNS 17 total engagement 18 community commons 19 consensus assemblies 20 corporate workdays	Establishing local— FUNCTIONAL EDUCATION 29 early learning 30 formal schooling 31 youth training 32 adult education
Initiating local— COMMERCIAL SERVICES 9 common marketing 10 local merchandising 11 savings & loans 12 basic transport	Recovering local— IDENTITY SYSTEMS 21 community self-story 22 symbol systems 23 corporate rituals 24 village celebrations	Instituting local— COMMUNITY WELFARE 33 family development 34 women's advancement 35 youth task-force 36 elderly engagement

DEMONSTRATION APPROACH

PROJECT INITIATION

The initial Delta Pace Development Project Consultation of February, 1977 was held at the invitation of community leaders and private and public sector leaders of the state and nation. In this meeting the community used the expertise of outside consultants to formulate its own four year plan for socio-economic development. First, the community's operating vision for all aspects of its life was articulated. Next, the underlying contradictions or blocks to realizing the vision were identified. Then practical proposals were determined for dealing with the contradictions and a system of tactics devised for effective implementation. Finally, the tactics were rearranged in a chart of actuating programs which provided focus and structure for community participation.

PROJECT ACTUATION

Immediately following the consult, members of the community and resident Institute staff began the implementation of the community's plan. Each tactic and subtactic was reviewed in detail to create complementary timelines for the quarter and the next year, specifying what action would be taken, where, when and by whom. During the first month initial steps of actuation were made in relation to each tactic with a particular emphasis upon visible signs of change. Action oriented task forces (called guilds) were formed around particular task arenas such as agriculture and education, and neighborhood groups (stakes) were formed. These began to meet on a regular basis and to encourage participation from the whole community. Events were scheduled, including community workdays, research trips, celebrations, and authorization trips. Throughout the actuation of the project, a particular concern has been to solicit external support, such as technical assistance funds, inkind services and advisory assistance from both the public and private sectors of society.

HUMAN FACTOR

Underlying all the programmes that a community undertakes and behind all its achievements is an elusive but indispensable element, the human factor. It is the spirit of participation, cooperation and responsibility among the residents. This spirit generates a confidence in the future which manifests itself in the community's physical appearance, its organization and its symbols of identity. With that spirit, the development process can be carried on indefinitely. Without it, even dramatic

DOCUMENTATION APPROACH

CONTEXT

The approach used to document the Human Development Projects is unique. It differs from the usual "objective" analysis by frankly acknowledging the effect of the documentation process on the community and therefore so designing formats, questions and procedures as to allow the community to reflect helpfully on its journey. Secondly, it differs from the evaluative approach by emphasizing accomplishments, learnings and breakthroughs rather than discrepancies, failures and mistakes. The latter are examined, but on the assumption that all experiences have implications for the future. This approach goes beyond apparent negative factors to reveal their creative elements. This work is experimental, and in experiments there are no mistakes, only learnings. Development by nature is an ongoing process, therefore experiences need to be fully and truly recorded for the sake of the next necessary steps. Thirdly, the scope of documentation is the total life of the community during the time of the project, not simply those events directly initiated by the project. The focus of concern is the community. There are many factors that influence, directly or indirectly, the process of development, making it often difficult to determine precisely who or what has been responsible for particular events. The purpose of the document is threefold. First, it gives form to the story that is resident in the memory of the community. Elements such as the history of the community, legends, statistics and quotes are used to portray the process of development. The writing of the document is done in dialogue with representatives of various ages from the community. Secondly, it is a report of the results of efforts expended in the project. As such it intends to render accountability to funding agencies, volunteers, authorization figures and other supporters for the use of resources they have made available. Thirdly, it is a concrete sign of hope. As such it holds up to all concerned with development what can happen in a community, and what methods and approaches are effective.

METHOD

The method of documentation begins with a series of visits to the community. These visits are designed to determine the common story that has emerged. A timeline of the local history and a chart of accomplishments are created from these visits and shared with the community to check, correct and add data. The major section of the document is a report of the community's accomplishments in the economic, social and human arenas. Each part describes the intent of the community three years ago, the contradictions that they faced and the present indicies of development. The contradictions become the backdrop of the major accomplishments and activities that were instrumental to the changes that occurred.

THE INSTITUTE OF CULTURAL AFFAIRS

The Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. It has worked for twenty-five years to devise and demonstrate practical methods for comprehensive local reformulation. As a not-for-profit private voluntary organization working in 32 nations, it has over 100 field offices served by coordination centers in Bombay, Brussels, Chicago, Hong Kong and Singapore. The work of the Institute staff is complemented by an international network of voluntary consultants representing a wide range of expertise. Consultants donate both time and resources to assist in the planning and implementation of Institute programs. The Institute is supported financially by foundations, corporations, religious and service organizations and concerned individuals. Specific programs have been funded by regional, state, provincial and national government agencies.