



## THE INSTITUTE OF CULTURAL AFFAIRS

4750 North Sheridan Road, Chicago, Illinois 60640, Tele: 312/769-5635, Cable: ICACHI

September 17, 1975

Dear Guardians,

Our ninth gathering of the North American Guardians begins Friday, October 10, with registration at 5:00 pm and ends Sunday, the 12th, with the closing luncheon. It will be a most interesting session as we receive reports from our guardian network across the globe. Town Meeting '76 and Community Forum Canada are going well and have exceeded our expectations. Rod Wilson of North America recently joined sixteen Australian guardians in consultation with the people of Oombulgurri culminating in the presentation of a \$900,000 proposal to the Australian government for funding of the project. We will, in addition, concern ourselves with the future in terms of the global guardian network as it assumes more responsibility and creative innovation on behalf of our common mission.

Certainly our world is a strong candidate for future historians' concentration--how will they describe our times? How will they articulate the sociological transition of the 20th and 21st centuries? Of one thing we can be certain--they will say that this was one of history's exciting moments. And, since we live in that unusual period of history, we are in fact uniquely able to participate in its emerging form and style. This is worth our time, conversation and collective effort. See you the 10th.

Donald R. Moffett, Jr.  
for the Global Guardians

DRM:mp  
Enc.



CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT

5:00 pm      Registration

**PRELUDE—Friday Evening**  
**General Context**

7:00 pm      Grand Opening  
                 Consult Orientation  
                 Keynote Address  
                 Task Force Organization

**SESSION I—Saturday Morning**  
**Team Work**

6:30 am      Daily Office

7:00 am      Breakfast: Reports  
                 Guardian History  
                 Town Meeting

8:30 am      Working Session I

**SESSION II—Saturday Afternoon**  
**Team Work**

12:30 pm      Lunch  
                 Town Meeting Profound Function

2:00 pm      Working Session II

5:30 pm      "Open House"  
                 Future Global Conference Center  
                 Sixth Floor



# *Ninth Guardian Consult*

October 10-12, 1975  
Chicago, Illinois

*Agenda*

**SESSION III—Saturday Evening  
Team Work**

- 7:00 pm     Dinner: Reports  
                  Jeju Do Consult  
                  Oombulgurri Consult
- 8:30 pm     Working Session III
- 10:30 pm    The Celebration

**SESSION IV—Sunday Morning  
Area Meetings**

- 7:00 am     Daily Office
- 7:30 am     Breakfast: Reports  
                  EDGE Corporation  
                  LENS
- 8:30 am     Area Implementation

**POSTLUDE—Sunday Noon  
Final Plenary**

- 12:00 pm    Grand Closing  
                  Consult Reports  
                  Area Reports  
                  Closing Address  
                  Send Out
- 2:30 pm     Departure



ICA:CHICAGO

NINTH GLOBAL GUARDIANS CONSULT

Quarter II  
Oct. 10-12, 1975

THE TIME DESIGN

THE  
GLOBE

THE  
AREA

THE  
OPENING  
CONTEXT

Morning	Afternoon	Night
I TEAM WORK	II TEAM WORK	III TEAM WORK
Saturday		

THE  
CLOSING  
PLENARY

Friday

Sunday

NINTH GUARDIAN CONSULT  
OCTOBER 10-12, 1975

JOURNEY OF THE GUARDIAN CONSULTS

INSTITUTE OF CULTURAL AFFAIRS  
QUARTER II 1975-76

YEAR	1972			1973		1974		1975
DATE AND ATTENDANCE	JANUARY 33	MAY 45	NOVEMBER 80	APRIL 200	OCTOBER 200	APRIL 225	OCTOBER 225	APRIL 300
ISSUE	INVENTING THE ROLE OF THE SECULAR MOVEMENT	PREVIEWING THE NINS COURSE	MARSHALLING THE PROFESSIONAL EXPERTISE	ESTABLISHING THE ADVISORY COUNCIL	FORGING THE FORM OF THE GUILD	CREATING THE PIONEERING ROLE OF THE ECONOMIC COMMUNITY	PROVIDING THE SOCIAL DEMONSTRATION WITH CONSULTANTS	FRAMING THE TOWN MEETING
KEY HAPPENING	STAKING THE CLAIM IN KEMPER	LAUNCHING THE \$500,000	DISCOVERING THE CORPORATE POWER OF THINK TANKS	DISCOVERING THE GUARDIAN GLOBALITY	REVEALING THE POWER OF CORPORATENESS	PRACTICAL IMPLEMENTATION OF SOCIAL PROCESS	DECIDING TO GO FOR BROKE WITH TOWN MEETING	EXPANDING THE GUARDIAN NETWORK
ADDRESS	THE MOVEMENT CALLS FOR SECULAR PROWESS	THE GLOBE CALLS FOR A NEW MOVEMENTAL DECISION	THE CONTINENT CALLS FOR ENGAGEMENT OF LOCAL SECULAR	THE GLOBE CALLS FOR DEPTH HUMAN CREATIVITY	THE GLOBAL SECULAR/RELIGIOUS STYLE IS KEY TO THE FUTURE	THE GLOBE CALLS FOR NEW CULTURAL FORMS	THE GLOBE CALLS FOR RADICAL DECISIONS	THE GLOBE CALLS FOR INTENSIFIED ENGAGEMENT
RESOLVE	COMMIT FINANCES MOVEMENTALLY	RAISE \$100,000	SERVE THE GLOBE LOCALLY	CREATE THE GLOBAL NETWORK	BECOME THE NEW STYLE	ENGAGE IN PRACTICAL CARE	DECIDE TO EMBODY PROFESSION	INSURE THE SUCCESS OF TOWN MEETING
OPERATING IMAGE	PIONEERS IN THE NEW VENTURE	DEFENDERS OF THE MOVEMENT	PERMEATORS OF THE ESTABLISHMENT	ADVISORS FOR THE MOVEMENT	COLLEAGUES IN THE TASK	CREATORS OF FUTURIC SOCIAL FORMS	CONSULTANTS FOR GLOBAL PROGRAMS	THOSE WHO CARE



This bibliography contains selections from courses in University 13 and other selections that point to key trends and qualities of twentieth century society. The intent behind the bibliography is to enable demonstration of ways of practical engagement that catalyze primal community around the globe.

#### THE MODELS OF SCIENCE AND MATHEMATICS

Dubbey, J.M., Development of Modern Mathematics, New York (Crane, Russak & Co., Inc., 1972).

Struble, Mitch, The Web of Space-Time, Philadelphia (The Westminster Press, 1973).

#### HISTORY AND THE GREAT CIVILIZATIONS OF MAN

Stern, Fritz, Ed., The Variations of History, Cleveland (Meridian, 1956)

Lynd, Staughton, "Historical Past and Existential Present," in Theodore Roszak, Ed., The Dissenting Academy, New York (Vintage, 1968)

#### PHILOSOPHY AND THE REFLECTIVE PROCESS

Kaplan, Abraham, The New World of Philosophy, New York (Vintage, 1961)

Cassirer, Ernst, The Philosophy of Symbolic Forms, Vol. 1, New Haven (Yale Univ. Press, 1968)

#### HUMAN SUSTENANCE: THE ECONOMIC PROCESS

Drucker, Peter F., The Age of Discontinuity: Guidelines to our Changing Society, New York (Harper & Row, 1968)

Toffler, Alvin, The Eco-Spasm Report, New York, (Bantam, 1975).

#### HUMAN GOVERNANCE: THE POLITICAL PROCESS

Halpern, Manfred, "A Redefinition of the Revolutionary Situation," in Frank Tachau, Ed., The Developing Nations, New York (Dodd, Mead & Co., 1974).

Marcuse, Herbert, "Ethics and Revolution," in Kenneth M. Dolbeare, Ed., Directions in American Political Thought, N.Y. (John Wiley & Sons, Inc., 1969)

## HUMAN SIGNIFICANCE: THE CULTURAL PROC.

Berger, Peter, An Invitation to Sociology, Garden City (Doubleday, 1963)

Piaget, Jean, Strucuralism, New York (Basic Books, 1970)

## PSYCHOLOGY AND THE DYNAMICS OF SELFHOOD

Boyce, Joseph, Psychology and the Symbol, New York (Random House, 1965)

Skinner, B.F., Beyond Freedom and Dignity, New York (Lmp<sup>1</sup>/<sub>2</sub>f. 1971).

## ART &amp; THE TRANSFORMATION OF PERCEPTION

Dewey, John, Art as Experience, New York, (Capricorn Books Edition, 1958)

Read, Herbert, The Philosophy of Modern Art, New York (Meridian, 1955).

WORLD RELIGIONS & IMAGES OF HUMANNES

Martin, Malachi, The New Castle, New York (E.P. Dutton & Co., 1974)

Smith, Wilfred Cantwell, The Faith of Other Men, New York (Mentor Books, 1962).

## OTHER SELECTIONS

Rahner, Karl, The Shape of the Church to Come, New York, (The Seabury Press, 1974).

Bellow, Saul, Humboldt's Gift, New York, (Viking Press, 1975).

Adams, Richard George, Watership Down, New York (Macmillan, 1974).

Persig, Robert M., Zen and the Art of Motorcycle Maintenance, New York (Bantam Books, 1974).



ICA: Chicago Nexus  
Ninth Guardian Consult

THE NINTH GLOBAL GUARDIANS CONSULT TASK DESIGN

Quarter II  
October 10-12, 1975

INTRA-GLOBAL MOVEMENT TASK FORCE	GLOBAL COMMUNITY FORUM			GLOBAL SOCIAL DEMONSTRATION TASK FORCE
	PROGRAM TASK FORCE	FUNDING TASK FORCE	PROMOTION TASK FORCE	
Global Guardian  Team 1	Catalytic Sponsorship  Team 4	Regional/National Funding  Team 8	Story Cultivation  Team 12	Consult Personnel  Team 16
	Data Access  Team 5	Proposal Strategy  Team 9	National-Local Strategy  Team 13	
Executive LENS  Team 2	Quality Finesse  Team 6	New Prospect Targeting  Team 10	Budget Reduction  Team 14	Majuro Support  Team 17
	Canadian Strategy  Team 7	Circuit Implementation  Team 11	Special Public Issues  Team 15	
Global Conference Center  Team 3				In-Kind Network  Team 18

ICA: Chicago Nexus  
Ninth Guardian Consult

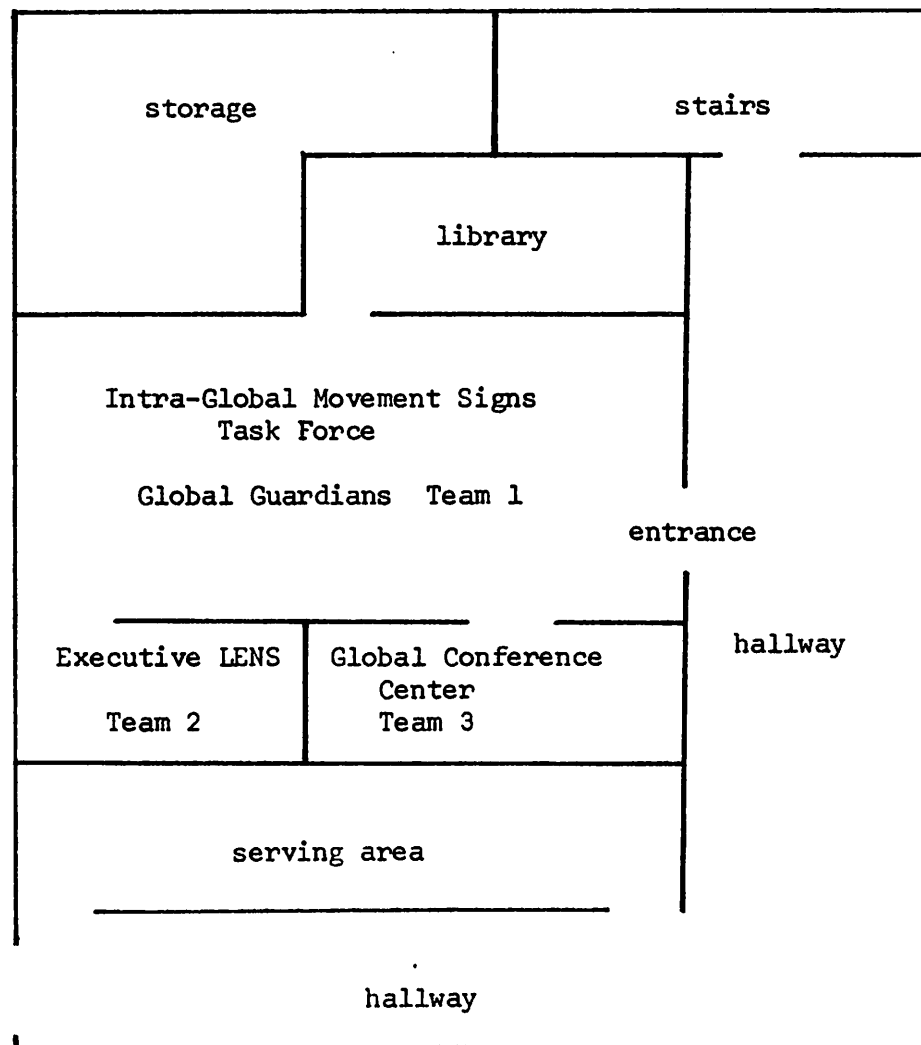
NINTH GLOBAL GUARDIAN CONSULT MEETING SPACES

Quarter II  
October 10-12, 1975

SPACE LOCATION

MOVEMENT SIGNS TASK FORCE

The Movement Signs Task Force will meet in the large room immediately to the north of the Guild Hall.

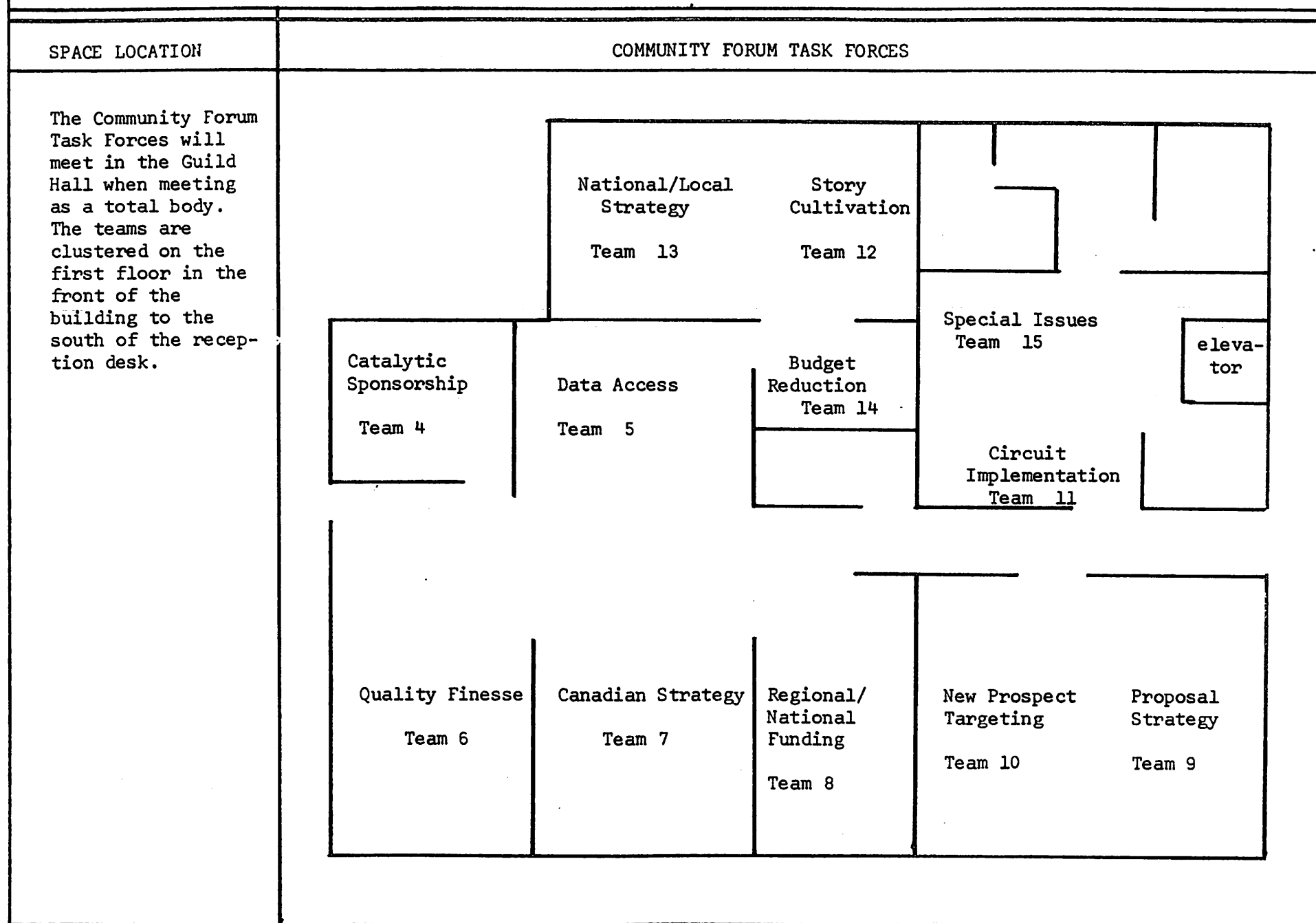




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NINTH GLOBAL GUARDIAN CONSULT MEETING SPACES

Quarter II  
October 10-12, 1975

SPACE LOCATION

SOCIAL DEMONSTRATION TASK FORCE

The Social Demonstration Task Force will meet in Management Centrum which is the large room at the end of the hall leading to the kitchen.

computer

mail room

Consult  
Personnel

Team 16

Majuro Support

Team 17

In-Kind Network

Team 18

hallway

entrance



# *Task Background*

ICA		SOCIAL DEMONSTRATION CONSULT SCHEDULE		QTR. II 1975-76	
SITE		DATES			
OOMBULGURRI		(Saturday)		(Sunday)	
		August 9	---	August 17	
JEJU DO		September 27	---	October 5	
KAWANGWARE		November 8	---	November 16	
TAJ GANJ		December 6	---	December 14	
FIFTH CITY		December 6	---	December 14	
MAJURO		January 3	---	January 11	
ISLE OF DOGS		February 7	---	February 15	
TRASTEVEVE		March 13	---	March 21	

MARSHALLS HUMAN DEVELOPMENT PROJECT  
TACTICAL PROGRAMS

December, 1974

Facets Phases	SOCIAL DEVELOPMENT		ECONOMIC DEVELOPMENT	
PHASE ONE:  1975	I  THE INTER-ISLAND FERRY SYSTEM	II  THE MARSHALLS TRAINING CORPS	I  THE SMALL INDUSTRY PROGRAM	II  THE COPRA LAGOON SYSTEM
	III  THE ALL ISLAND PRE-SCHOOL	IV  THE HERITAGE/ TOURISM PROJECT	III  THE MULTI-PURPOSE REPAIR CENTER	IV  THE MAJURO BUSINESS CENTER
PHASE TWO:  1976	I  THE INCLUSIVE APPRENTICESHIP PROGRAM	II  THE DEMONSTRATION HOUSING PROJECT	I  THE MARINE FARM DEMONSTRATION	II  THE TUNA FISHING ENTERPRISE
	III  THE ADULT EDUCATION PROGRAM	IV  THE ALL-ISLANDS HEALTH SERVICE	III  THE COCONUT PROCESSING PLANT	IV  THE DEMONSTRATION LAND FARM



MHDP  
March 1975

MARSHALLS HUMAN DEVELOPMENT PROJECT  
BUDGET SUMMARY

ICA  
Consultants

showing program costs and funding sources

FINANCING PROGRAMS	I PROJECT COSTS	II FUNDING SOURCES				
		A. NON-FEDERAL MONIES				B. FEDERAL MONIES
		1 Private Sector	2 Program Revenue	3 Local Nitijela	Total	
1. Inter-Island Ferry	429,419	12,660	286,759	10,000	309,419	120,000
2. Youth Training	867,201	31,800	365,001	50,000	446,801	420,400
3. All-Island Preschool	48,490	2,400	6,000	-0-	8,400	40,090
4. Elders/Tourism	222,300	59,100	-0-	10,000	69,100	153,200
5. Small Industry	90,750	10,750	-0-	5,000	15,750	75,000
6. Copra-Lagoon System	1,038,200	601,200	-0-	-0-	601,200	437,000
7. Repair Center	53,950	12,000	-0-	3,600	15,600	38,350
8. Business Training	47,020	3,000	4,020	3,000	10,020	37,000
9. Copra Oil Plant	644,000	404,000	-0-	10,000	414,000	230,000
10. Pilot Housing	149,000	54,000	-0-	-0-	54,000	95,000
11. Mariculture Farm	107,395	15,150	4,000	7,500	26,650	80,745
12. Apprenticeship Program	283,680	168,120	-0-	15,560	183,680	100,000
FIRST YEAR TOTAL	3,981,405	1,374,180	665,780	114,660	2,154,620	1,826,785

SECOND YEAR PROJECTION of Needed Supplemental Funds

913,392

THIRD YEAR PROJECTION of Needed Supplemental Funds

446,696

MHDP is designed to be self-supporting within three years through systematically increasing non-federal monies on all levels and by absorbing some of the programs into existing Territorial funds.

OOMBULGURRI  
HUMAN DEVELOPMENT  
PROJECT

THE ACTUATING PROGRAMMES

AUGUST  
1975

toward

ICA CONSULTANTS

developing funds, organizing forces, and implementing the tactics

NINE SOCIAL DEVELOPMENT PROGRAMMES toward self-dependence		NINE ECONOMIC DEVELOPMENT PROGRAMMES toward self-sufficiency	
VILLAGE FACILITIES	I COMMUNITY HOUSING PROJECT general building programme	OOMBULGURRI X CATTLE STATION providing income and food	PRIMARY INDUSTRIES
	II COMMUNITY IMPROVEMENT PROJECT continuing upkeep programme	OOMBULGURRI XI POULTRY FARM providing income and food	
	III COMMUNITY SERVICES PROJECT essential needs programme	OOMBULGURRI XII MARKET GARDEN providing food and income	
	IV COMMUNITY HEALTH PROJECT preventive care programme	OOMBULGURRI XIII STOCK ENTERPRISES providing food and income	
V KIMBERLEY HERITAGE RENEWAL CENTRE transposing the cultural gifts		KIMBERLEY IMPORT AND TRADING CO-OP XIV managing the local business	
TRAINING STRUCTURES	VI OOMBULGURRI APPRENTICE CORPS youth training programme	COMMUNITY XV MULTI-REPAIR SHOP providing regular maintenance	SUPPORT UNITS
	VII OOMBULGURRI MANAGERIAL ACADEMY adult education programme	COMMUNITY XVI PROCESSING PLANT providing usable goods	
	VIII OOMBULGURRI PRESCHOOL CENTRE early learning programme	COMMUNITY XVII TRANSPORT SERVICE providing dependable mibility	
	IX OOMBULGURRI PRIMARY SCHOOL formal education programme	COMMUNITY XVIII DEMONSTRATION FARM providing feed expansion	

OHDP

## SUMMARY BUDGET CHART

ICA CONSULTANTS

FISCAL YEAR 75-76

Key 1.0 = 1000

showing the relation of the eighteen programmes

<div>Categories</div> <div>Programmes</div>	I PAY & ALLOWANCES						II	III	TOTAL
	OUT-SIDE FEES	AUXILARY		COMMUNITY		SUB TOTAL	CURRENT	CAPITAL	
		TRAV COSTS	ANNUAL SAL	APPREN RET	ADULT WAGES				
1. Housing Project	16.0	2.0		4.0	16.0	38.0	20.0	175.0	233.0
2. Village Improvement				2.0	10.0	12.0	5.0	18.0	35.0
3. Community Services	2.0	0.6		2.0	6.0	10.6	6.0	103.0	119.6
4. Health Care			7.0	2.0	4.0	13.0	1.5	8.0	22.5
5. Heritage Centre	2.0	1.0		2.0	14.0	19.0	0.5	10.0	29.5
6. Apprentice Corps		1.0	7.0	10.0	2.0	20.0	1.0	13.0	34.0
7. Managerial Academy		1.0	7.0	2.0	12.0	22.0	2.2	11.0	35.2
8. Preschool Centre		1.0	7.0		8.0	16.0	1.5	9.0	26.5
9. Primary School		2.0	14.0		8.0	24.0	3.0	16.0	43.0
10. Cattle Station				4.0	12.0	16.0	7.0	8.0	31.0
11. Poultry Farm			3.5	1.0	4.0	8.5	2.5	6.2	17.2
12. Market Garden		0.5	3.5	2.0	10.0	16.0	1.5	11.0	28.5
13. Stock Enterprises		0.5	3.5	2.0	6.0	12.0	4.1	9.6	25.7
14. Trading Co-Op		0.5	7.0	2.0	10.0	24.0	7.0	17.3	48.3
15. Multi-Repair Shop		1.0	7.0	3.0	6.0	17.0	5.5	23.0	45.5
16. Processing Plant		0.5	3.5	2.0	4.0	10.0	1.0	11.5	22.5
17. Transport Service	8.0		10.0	2.0	6.0	26.0	8.0	54.0	88.0
18. Demonstration Farm		2.5	3.5		8.0	14.0	8.5	35.0	57.5
TOTALS	28.0	18.6	83.5	42.0	146.0	318.1	85.8	538.6	942.5

# GLOBAL COMMUNITY FORUM

	1975	1976	1977	1978	1979	1980
USA: San Francisco Houston Chicago New York CANADA: Edmonton Montreal	A C T U A T I O N					
AUSTRALIA: Sydney BELGIUM: Brussels ENGLAND: London	EXPERIMENTATION	A C T U A T I O N				
KOREA: Seoul PHILIPPINES: Manila GERMANY: Frankfurt KENYA: Nairobi	PREPARATION	EXPERIMENTATION	A C T U A T I O N			
Hong Kong Taipei Delhi North Latin America Southeast Asia	P R E P A R A T I O N		EXPERIMENTATION	A C T U A T I O N		
West Africa Europe Northeast Asia Central Africa	P R E P A R A T I O N			EXPERIMENTATION	ACTUATION	
INDIA Central Africa South Pacifica	P R E P A R A T I O N				EXPERIMENTATION	
Sub Asia (remaining) Southeast Asia Southern Africa N. A. M. E. U. S. S. R. CHINA	P R E P A R A T I O N					

AREA	HOUSES	Circuit Towns	Towns Visited	Author. Secured	Sponship. Secured	Co-Spons. Secured	Coord.i Secured	T'M. Date Set	No. of Foray Troops
SAN FRANCISCO	San Francisco	12	21	20	6	3	5	1	47
	San Jose	12	22	21	5	0	2	2	18
	Sacramento	12	13	13	2	0	4	1	9
	Seattle	36	40	38	25	0	3	3	35
	Los Angeles	36	11	11	2	0	13	3	8
	Phoenix	36	34	33	8	25	6	3	31
	Salt Lake City	12	22	20	1	2	1	2	15
	Billings	24	24	21	5	0	2	2	7
	Denver	24	12	12	3	2	2	1	4
	Rapid City	12	12	10	2	0	0	0	12
AREA TOTALS		216	211	199	59	32	38	18	186
EDMONTON	Edmonton	24	45	37	15	27	3	3	5
	Anchorage	12	21	18	7	6	1	1	3
	Saskatoon	24	36	24	1	2	1	1	3
	Winnipeg	12	30	29	4	10	3	8	3
AREA TOTALS		72	132	108	27	45	8	13	14
HOUSTON	Houston	12	59	40	6	6	3	3	23
	Amarillo	12	15	13	0	0	0	1	12
	San Antonio	12	11	4	1	0	0	0	6
	Oklahoma City	12	38	25	3	1	1	2	15
	Dallas	12	31	12	7	1	1	1	12
	Tulsa	12	35	20	1	0	0	0	5
	New Orleans	36	8	7	1	1	7	1	10
	Memphis	36	37	26	0	0	0	0	13
	Atlanta	24	13	10	1	0	0	0	10
	Charlotte	12	27	27	1	0	1	0	11
	Miami	36	37	20	5	3	1	1	4
AREA TOTALS		216	311	204	26	12	14	9	121
CHICAGO	Chicago	12	43	40	24	35	19	15	14
	Wichita	6	21	16	3	0	3	2	5
	Omaha	18	23	13	8	3	4	3	4
	Kansas City	12	13	12	4	2	6	1	2
	Minneapolis	24	90	80	13	0	6	7	14
	St. Louis	36	43	31	6	2	8	0	5
	Peoria	12	15	12	1	0	7	1	4
	Green Bay	12	24	22	4	5	3	3	7
	Milwaukee	12	32	18	1	1	1	1	15
	Indianapolis	12	14	13	4	0	4	1	6
	Cincinnati	12	35	24	6	4	2	0	4
	Detroit	36	42	29	12	6	9	2	15
	Cleveland	12	34	20	11	8	6	1	24
AREA TOTALS		216	429	330	97	66	78	37	119
NEW YORK	New York	18	28	25	5	3	1	2	40
	Pittsburgh	36	24	24	10	3	1	1	10
	Rochester	36	14	14	7	3	1	3	40
	Richmond	12	12	10	3	2	1	0	8
	Washington	12	15	15	2	1	1	6	40
	Baltimore	12	11	11	1	0	0	0	10
	Philadelphia	36	38	38	12	3	2	3	15
	Newark	6	18	16	5	3	1	3	20
	Brooklyn	12	15	15	8	1	0	7	10
	Manchester	12	10	10	1	0	1	0	8
	Hartford	12	21	21	5	4	2	3	9
	Boston	12	26	25	13	2	2	1	14
AREA TOTALS		216	232	224	72	25	13	29	224
MONTREAL	Montreal	36	18	14	3	3	2	1	12
	Toronto	24	22	14	3	1	1	1	3
	Ottawa	12	16	13	11	1	0	1	5
AREA TOTALS		72	56	41	17	5	3	3	20
GRAND TOTAL		1008	1371	1106	298	185	154	109	684

## OFFICES OF THE INSTITUTE OF CULTURAL AFFAIRS

OCTOBER, 1975

<b>LONDON</b> London Glasgow Bristol Manchester	80 Westbury Rd., New Malden, Surrey, c/o The Pearce Institute, Govan Road 45 Berkeley Road, Bishopston St. Alban's Vicarage, Waterloo Road,	London, England KT3 5AS Glasgow, Scotland G-51 Bristol, England BS 78 HF Manchester 8, England	01949-2316 041-445-1883 027 242-6704 061 843-3782
<b>PARIS</b> Rome Paris	Via Monzambano 5, 00185, 4 Rue Roquepine	Roma, Italy Paris 8, France	492-863 331 265-8099
<b>BRUSSELS</b> Brussels Amsterdam	33 Rue Capouillet Rozengracht 150	Brussels 1060, Belgium Amsterdam, Netherlands	332 537-8304 031-020-257709
<b>FRANKFURT</b> Frankfurt Berlin	6 Frankfurt am Main Darmstaedter Landstrasse 109 1 Berlin 30 Kurfuerstenstr 33	Frankfurt, Germany Berlin, Germany	618-753 030-262-1571
<b>LAGOS</b> Lagos	Richard Kitney, PMB 2042	Ijebu-ode, W.S., Nigeria	
<b>KINSHASA</b> Lusaka	Edward Farrar, P.O. Box 1454	Lusaka, Zambia	72258
<b>NAIROBI</b> Nairobi	P.O. Box 27218, Desai Rd. (Telex No: 963-22564 Attn: Linda Barnes, Telex Answer: 22564 EQUITY)	Nairobi, Kenya	20573
<b>BOMBAY</b> Bombay	13 Sankli St., Byculla	Bombay 400-008, India	37-3741
<b>DELHI</b> Delhi	5 Jantar Mantar	New Delhi 110001, India	311-934
<b>MADRAS</b> Hyderabad	1-2-382 Domalguda	Hyderabad 500029, India	63555
<b>CALCUTTA</b> Calcutta	21/1B Shamsul Huda Rd.	Calcutta 17, India	
<b>SINGAPORE</b> Singapore Kuala Lumpur	24 Sea Avenue 65 Jalan 5/31 Petaling Jaya Cable: EIKUL	Singapore 15, Singapore Selangor, Malaysia	407722 51-302
Jakarta	Bacang 111/10 Kebayoran Baru, Blok D	Jakarta, Indonesia	73-490
<b>HONG KONG</b> Hong Kong Kaohsiung	No. 3 Norfolk Rd., Kowloon Tong 256 Chang Ming St.	Kowloon, Hong Kong Kaohsiung 800, Taiwan R.O.C.	3-382-780 23-95-95
Manila	128 Lopez-Rizal Cable: EI MANILA (Telex No: 742-GMC 5084 Attn: Quimby, Telex Answer: UNION CARB)	Mandaluyong, Rizal, Philippines	
Taipei Cebu Davao	52-4 Hsin Sheng South, Sec. 3 607 P. Rodriguez P.O. Box 244 Cable: EI DAVAO	Taipei, Taiwan, R.O.C. Lapu Lapu City, Philippines Davao City, 9501, Philippines	341-3474 8-35-96 7-33-54
<b>TOKYO</b> Tokyo	10-34 Aobadai 2-Chome Meguro-Ku, G12-90B Cable: EINEASIA	Tokyo 153, Japan	03-461-1442
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**TASK/TEAM****ISSUES AND PROCEDURES**

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Ninth Guardian Consult

GLOBAL GUARDIAN NETWORK  
Movement Signs

Quarter II  
October 10-12, 1975

Context

The Global Guardians have played a crucial role in the development of movement programs and are now called to expand their participation and their numbers to enable the three campaigns of the global movement.

TEAM WORK

ISSUES

DECISIONS

PRODUCTS

Writing Guardian Story

1. Historic Statement
2. Global Participation
3. Local Participation
4. Global Network

Discern key events, crucial roles and future vision of the Guardian Story.

2 page story with 4 x 4 x 4 skeleton chart to be passed out Sunday at the end of the consult.

Framing Local Engagement

1. TM Work
2. Cadre Participation
3. Social Demonstration Service
4. R.H. Participation

What has been the crucial participation of Guardians in the local and global programs and movement activities.

List specific local and global engagement for guardians in 3 campaigns and the means of implementation.

Developing Economic Model

1. Review budgets.
2. Corp. Unit CEPU
3. Individual support
4. Enable movement

How have the Guardians participated in the economic enabling of the movement.

List of ways and forms of Guardian economic participation in local & global movement activities & means for implementation.

Planning Soc. Demonstration Odyssey

1. Site selection
2. Itinerary
3. Travel Budget
4. Schedules

Discern the purpose of the Odyssey.

Design an implementation model for July 1976 Social Demonstration Odyssey.

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GLOBAL GUARDIAN NETWORK  
Movement Signs

Quarter II  
October 10-12, 1975

Procedures

The Global Guardians Network Task Force is assigned the task of writing the guardian story and creating the unique forms for releasing guardian participation in local movement programs and a global support network.

TEAM WORK

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY EVENING
<u>Contextual Spins</u> 1. Guardian role in his- history. 2. Review mov't guardian consult journey chart. 3. Rehearse crucial roles played by guardians. 4. Image partic. of guar- dians from around globe.	<u>Expand Data</u> 1. Add to basic brain- storm. 2. Swirl data around key insights. 3. Probe for depth issues 4. Frame the response	<u>Units</u> 1. Review team insights 2. Rewrite 3. Unit sharing 4. Final draft for team plenary,.
<u>Brainstorm for first 2 units</u> 1. Guardians role since 1952. 2. Global participation of guardians. 3. Local partic. of guar- dians in movt. programs. 4. Signs of the network.	<u>Create the Rational Forms</u> 1. Brainstorm structural alternations. 2. Frame structural re response. 3. Implementary possibi- lities 4. Form recommendations.	<u>Team Plenary</u> 1. Unit reporting 2. Team reflection & insights. 3. Evaluation of task 4. Evaluation of method.
<u>Brainstorm for last 2 units</u> 1. Economic forms ofl participation. 2. Future possible forms of eco. participation. 3. Roles guardians might play re soc. demonstra. 4. Context units afternoon work	<u>Write the Statements</u> 1. Decide on corp. form & style of writing. 2. First writing. 3. Unit sharing/refine- ment 4. Team reporting and push back.	<u>Document Production</u> 1. Final writing 2. Typing 3. Editing 4. Print and collate.

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EXECUTIVE LENS CIRCUIT  
Movement Signs

Quarter II  
October 10-12, 1975

Context

In anticipation of a Continental Executive LENS to be held in New York City in November '75, the Guardians have assumed responsibility for the marketing to North American corporations with a view to the coming year.

TEAM WORK

ISSUES	DECISIONS	PRODUCTS
<u>Completing Individual Recruitment</u>  1. Status report 2. Follow-up prospects 3. New prospects 4. Guardian participation	Deciding actual names and plans to recruit	1. Recruitment list 2. Recruitment assignments 3. Follow-thru system
<u>Extending Corporate Marketing</u>  1. Status report 2. Follow-up prospects 3. New possibilities 4. Guardian firms	Deciding realistic markets for recruiting at this point	1. List of firms with entree strategies 2. Assignments 3. Follow-thru system
<u>Projecting Future Seminars</u>  1. Designate locations 2. Year's schedule 3. Local sponsors 4. Continental Promotion	Deciding the year's calendar for Executive LENS	1. Continental Rationale 2. Location and dates 3. Potential facility 4. Contact person
<u>Assigning LENS Responsibilities</u>  1. Local recruitment assignment 2. Marketing assignments 3. Continental promotion 4. Faculty training	Comprehensive troop rationale for recruiting and actuating Executive LENS calendar	1. Recruitment network in relation with Area 2. Promotional materials committee 3. Faculty training T/L 4. Actualizing recruitment events 5. Coordination assignments



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EXECUTIVE LENS CIRCUIT  
Movement Signs

Quarter II  
October 10-12, 1975

Context

The Guardians created the LENS seminar and have carried it across the globe, and are now poised to approach to top leadership of the continent with this program.

TEAM WORK

MORNING	Team	AFTERNOON	T/Units	EVENING	T/Units
<u>Broad Context</u>		<u>Year Calendar</u>		<u>Training</u>	
<ol style="list-style-type: none"> <li>1. Status report of Executive LENS</li> <li>2. Brainstorm possibilities for 75-76 Executive LENS</li> <li>3. Brainstorm interested individuals</li> <li>4. Brainstorm possible markets</li> </ol>		<ol style="list-style-type: none"> <li>1. Re-look at possible 75-76 dates and gestalt</li> <li>2. Brainstorm possible local sponsors</li> <li>3. Build continental rationale</li> <li>4. Discern loca and dates</li> </ol>		<ol style="list-style-type: none"> <li>1. Conversation on faculty training</li> <li>2. Pedagogical assignment rationale</li> <li>3. Faculty training events</li> <li>4. Faculty training timeline</li> </ol>	
<u>Specific NY LENS</u>		<u>Promotional Strategy</u>		<u>Production of Products</u>	
<ol style="list-style-type: none"> <li>1. Discern names NY executive LENS</li> <li>2. Discern realistic markets for NY Executive LENS</li> <li>3. Prioritize possible individuals</li> <li>4. Prioritize market potential</li> </ol>		<ol style="list-style-type: none"> <li>1. Brainstorm promotional images</li> <li>2. Assign rationale in relation to promotional mat'l</li> <li>3. List of possible contact persons</li> <li>4. List of potential facilities for 75-76</li> </ol>		<ol style="list-style-type: none"> <li>1. Products reviewed</li> <li>2. Forms designed</li> <li>3. Typing</li> <li>4. Editing</li> </ol>	
<u>Implementation NY LENS</u>		<u>Recruitment Strategy</u>		<u>Assignment Actuation</u>	
<ol style="list-style-type: none"> <li>1. Design assignment rationale, recrtm't of indiv.</li> <li>2. Design assignment rationale for markets</li> <li>3. Design recruitment pitch</li> <li>4. Design marketing pitch</li> </ol>		<ol style="list-style-type: none"> <li>1. Design 75-76 recruitment in rela'n w/ Area</li> <li>2. Create follow-through system for year</li> <li>3. Create follow-through sys to implem'ty level-NY crs</li> <li>4. Design back-up system</li> </ol>		<ol style="list-style-type: none"> <li>1. Review assign'mt rationale</li> <li>2. List out possible names</li> <li>3. Assignment recommendations</li> <li>4. Review follow-through system</li> </ol>	

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GLOBAL CONFERENCE CENTER  
Movement Signs

Quarter II  
October 10-12, 1975

Context

The guardians have played a crucial role in the creation of the Kemper Building as the Global Conference Center of the movement, and they are now called to take responsibility for the creation of sixth floor executive conference center.

TEAM WORK

ISSUES	DECISIONS	PRODUCTS
<u>Deciding Sixth Floor Functions</u>  1. Guardian uses 2. Global visitors 3. Special functions 4. Program conferences	What is the overall rationale and criteria for the uses of the sixth floor.	1. Descriptive statement of the uses of the sixth floor. 2. Specific usage calendar projection for the next three years. 3. Usage fee schedule. 4. Management needs.
<u>Reviewing Floor Plans</u>  1. Meeting spaces 2. Informal spaces 3. Residential spaces 4. Complete furnishings	Creating the criteria for space design and making recommendations of modifications to preliminary plans.	1. Proposed floor plan. 2. Construction quality guidelines. 3. Furnishing and decor guidelines.
<u>Deciding Funding Program</u>  1. Construction funding 2. InKind materials 3. InKind labour 4. Decor and furnishings	Determining the complete project cost and identifying the source and method of financing.	1. Project cost model by line items. 2. Funding sources 3. Funding story. 4. Task Assignments.
<u>Projecting Global Assignments</u>  1. Required opening date 2. Funding timeline 3. Construction timeline 4. Furnishings timeline	When is facility needed and what is required to actualize that timeline.	1. Opening date. 2. Funding battle plan 3. Construction battle plan. 4. Furnishing battle plan.

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GLOBAL CONFERENCE CENTER  
Movement Signs

Quarter II  
October 10-12, 1975

Context

The Guardians have played a crucial role in the creation of the Kemper Building as the Global Conference Center of the movement and they are now called to take responsibility for the creation of the Sixth Floor executive conference center. This task force is assigned to discern the uses of the sixth floor conference center in order to recommend the criteria for the plans and overall style of the space and to decide the guardians structure which will totally implement these plans from design thru construction and funding to the opening event.

TEAM WORK

Morning	Team	AFTERNOON	4 Units	EVENING	T/Unit
<u>Contextual Spin</u>		<u>Product Design</u>		<u>Product Reflection</u>	
1. Global program thrust to 1980 2. Establishment relations 3. Cruciality of space 4. The style of the Order		1. Review context and assignments for each unit 2. Units explode issues 3. Units frame decisions to be made 4. Units design final product		1. Review of Products 2. Unit reports 3. Detailed push-back 4. Reflection on the work	
<u>6th Floor Uses Workshop</u>		<u>Program Creation</u>		<u>Document Consensus</u>	
1. Brainstorm uses of guardians, visitors, special functions and outside conferences 2. Gestalt to similar uses 3. Determine space needs of each grouping 4. Reflect on values and style of the space		1. Contradiction discernment (focal issues) 2. Proposal creation (practical comprehensive response) 3. Program creation 4. Program detailing		1. Unit push on data and insights 2. Unit document rewrite 3. Unit document consensus 4. Unit final copy	
<u>Write Statement of Uses</u>		<u>First Draft of Document</u>		<u>Document Production</u>	
1. Describe uses 2. Image the space needs 3. Planning guidelines 4. Style motifs		1. Unit writing 2. Unit production 3. Team reporting 4. Team reflection		1. Document Production 2. Document collation 3. Team reporting 4. Team reflection	

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COMMUNITY FORUM  
Program

Quarter II  
October 10-12, 1975

Context

The Program Task Force will work through the key practical arenas related to the continent-wide execution of TM'76 / CFC project from a program perspective. Its teams will work in the arenas of catalytic sponsorship, data access, quality and finesse, and Canadian strategy, and will be concerned with set-up, meeting execution, and followup.

TEAM WORK

ISSUES	DECISIONS	PRODUCTS
<u>Catalytic Sponsorship</u> <ol style="list-style-type: none"> <li>1. Sponsor Webbing</li> <li>2. Strategy for sponsor committee catalysis</li> <li>3. Task force operation (local coordination)</li> <li>4. Catalyzing the next 4000</li> </ol>	<p>How to ensure success of sponsorship and task forces from initiation to date of Town Meeting</p>	<p>Strategy for catalyzing task forces and sponsorship:</p> <ol style="list-style-type: none"> <li>1. the 5 main issues</li> <li>2. gestalt of catalytic means</li> <li>3. 10 point plan of action</li> <li>4. final one page report</li> </ol>
<u>Data Access</u> <ol style="list-style-type: none"> <li>1. Computer System</li> <li>2. In-kind contribution data</li> <li>3. Communications/data flow</li> <li>4. Orchestration report and feedback</li> </ol>	<p>How to gather and use data available from Town Meeting support and implementation</p>	<ol style="list-style-type: none"> <li>1. Recommend interim and longer range model on total data flow system</li> <li>2. Battleplan of in-kind computer time and terminal</li> </ol>
<u>Quality Finesse</u> <ol style="list-style-type: none"> <li>1. Workshop leadership finesse</li> <li>2. Training images and models</li> <li>3. Pre-meeting set-up checklist</li> <li>4. Post meeting evaluation</li> </ol>	<p>How to create area-related leadership support networks</p>	<ol style="list-style-type: none"> <li>1. 10 issues statements</li> <li>2. ways to improve quality and style</li> <li>3. 10 point plan</li> <li>4. final report</li> </ol>
<u>Canadian Strategy</u> <ol style="list-style-type: none"> <li>1. Common story for CFC</li> <li>2. Authorization Identification</li> <li>3. Authorization Strategies</li> <li>4. Programme Finesse</li> </ol>	<p>How to undergird CFC through adequate funding while accelerating the pace of this programme</p>	<ol style="list-style-type: none"> <li>1. Written contextual story for CFC</li> <li>2. Authorization chart indicating network.</li> <li>3. General strategies formulated for catalyzing authorization</li> <li>4. Guidelines for fine-tuning CFC for quality impact.</li> </ol>



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COMMUNITY FORUM  
Program  
Catalytic Sponsorship

Quarter II  
October 10-12, 1975

Procedures

The effective implementation of TM'76 / CFC requires a clear understanding of the steps involved in catalyzing local sponsorship and in utilizing local sponsorship and authorization to catalyze the whole project. The team working in this arena will create the strategic design for catalytic sponsorship.

TEAM WORK

SATURDAY MORNING

Sponsor Webbing

1. Review Foray 216 document, esp. observing sponsor webbing, conversation sheets on catalytic curve, and sponsorship and steering committee meeting charts.
2. Discuss issues in sponsor webbing. Do a relaxed brainstorm and gestalt. Pick out the five main items. Discuss in detail.
3. Discuss ways catalytic sponsorship has taken place. What seemed to be most effective? How does one Town Meeting/Community Forum trigger another?
4. How can this webbing be done over a wide area? For a state? and beyond? What is the one most effective thing needed? List and gestalt.

SATURDAY AFTERNOON

Tools for 5000

1. Discuss the morning work. What new insights have come over lunch? What finally is the key to catalyzing sponsorship and sponsor webbing?
2. In light of this what needs to be done to catalyze the next 4000 Town Meetings? What needs to be done on the national, area, local level? How should it be done? Brainstorm a list and gestalt. Write a sentence on each gestalt and list the five catalytic means under each.
3. What, how, and who will create the breakthrough on the 5000 to take place by January 1? Discuss, list, gestalt.
4. What concretely does this mean for catalyzing the local sponsors committee? the steering committee? Devise a 10 pt. plan of action.

SATURDAY EVENING

Recording the Insights

1. Review the work of the day. What other insights need to be added. What happened to the group as it carried out this work?
2. Discuss the type of report that would best convey the work of the group. What form(s) should it take?
3. Divide up the group to pull the parts of the report together. Gather and read to total body, each part of report. Critique.
4. Rewrite and assign to a group of one from each part to pull into one report. Write for final typing.

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COMMUNITY FORUM  
Program  
Data Access

Context

The scope of our work in TM/CFC clearly necessitates expanding and redesigning our systems of data management. The task of the Data Access team will be pulling together interim and long range models of effective data management which will undergird and increase the missional effectiveness of TM/CFC. An important element of this task is creating the practical battleplan for inking computer equipment.

TEAM WORK

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY EVENING
<p><u>Data Management Task</u></p> <ol style="list-style-type: none"> <li>1. Spin brief context of task of team. Do a brief artform of Report from Task Force A - S'75.</li> <li>2. Brainstorm: Types and uses of data from TM/CFC. Build a quick working gestalt of types and uses of data.</li> <li>3. Brainstorm and discuss the issues which emerge from reflecting upon no. 2.</li> <li>4. What are the underlying challenges which must be met in building a data management system? Brainstorm list of challenges and work into 3x5.</li> </ol>	<p><u>Building the Proposals and Discerning the Necessary Systems</u></p> <ol style="list-style-type: none"> <li>1. Artform input/reports from CRT terminal. Quickly review work of morning.</li> <li>2. Brainstorm actions to meet challenges and cross gestalt into proposal arenas. Name the arenas.</li> <li>3. Break into working units-one for each arena, and write a proposal sentence which delineates the inclusive thrust of the arena.</li> <li>4. Reports to team from each unit and discussion on proposals. What are the practical implications &amp; issues relative to moving on the proposals.</li> <li>5. Zero in on practical issues relative to necessary information systems:               <ol style="list-style-type: none"> <li>a) Collecting data in the field</li> <li>b) Backup files &amp; reports</li> <li>c) retrieval &amp; dissemination of data.</li> <li>d) What hardware needed?</li> </ol> </li> </ol>	<p><u>Creating the Reports</u></p> <ol style="list-style-type: none"> <li>1. Review work of the day.</li> <li>2. Break into two working groups.</li> <li>3. One group pull days work into interim &amp; long range picture of data flow system.  Second group build practical battleplan for obtaining inkind computer equipment.</li> <li>4. Report to whole team. Where do we need wisdom from larger group? What imaginal education does larger group need relative to data management.</li> <li>5. Production of work.</li> </ol>



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COMMUNITY FORUM  
Program  
Quality Finesse

Quarter II  
October 10-12, 1975

Procedures

As we move to a dramatic acceleration of TM'76 / CFC, a major challenge will be maintaining the sophistication and quality of set-up, execution, and follow-up of the meetings. The task of this team is working through the practical dimensions of maintaining and increasing our quality and finesse.

TEAM WORK

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY EVENING
<p><u>Reflection on quality and style</u></p> <ol style="list-style-type: none"> <li>1. Reflect on your own experiences of Town Meeting. Leaf through the Leadership Manual and note arenas that seem to require attention.</li> <li>2. Brainstorm and discuss issues in relation to style of Town Meeting orchestration.</li> <li>3. Brainstorm and discuss issues relating to maintaining or improving the quality of Town Meetings.</li> <li>4. List 5 crucial issues in relation to quality and 5 crucial issues in relation to style. Write one sentence on each issue.</li> </ol>	<p><u>Equipping for the 4000</u></p> <ol style="list-style-type: none"> <li>1. Discuss the morning's work. What new insights have come to you over lunch?</li> <li>2. Brainstorm: what do we need to do about maintaining or improving               <ul style="list-style-type: none"> <li>--style</li> <li>--quality.</li> </ul>               Discuss, list, and gestalt.             </li> <li>3. What kind of training is needed for Town Meetings to be excellent in style and quality? Who needs to participate in this kind of training? List, and gestalt.</li> <li>4. Create a 10 point plan for quality and style finesse for the next phase of Town Meeting.</li> </ol>	<p><u>Creating the training schedule</u></p> <ol style="list-style-type: none"> <li>1. Review the work of the day. What other insights can be added? What happened to the group as you carried out this work?</li> <li>2. Discuss what type of report needs to be presented to the total body.</li> <li>3. Divide into groups to pull together the parts of the report from the day. Rewrite if needed.</li> <li>4. Polish the report and send to production for typing.</li> </ol>

ICA: Chicago Nexus  
Ninth Guardian Consult

COMMUNITY FORUM PROGRAM  
Team 7: Canadian Strategy

Quarter II  
October 10-12, 1975

### CONTEXT

TEAM TASK: To work through the issues of accelerating Community Forum Canada as a quality programme, in the arenas of Project Story, Authorization, and Finesse, thus laying the foundation for Sunday's work in planning and funding.

### TEAM WORK

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY EVENING
<p>PROJECT STORY</p> <ol style="list-style-type: none"> <li>1. Quickly get out what has happened to date in CFC: events, miracles, accomplishments.</li> <li>2. Review relationship of CFC and Habitat, especially how to tell CFC story so that June 76 is not the terminus.</li> <li>3. What is the significance of CFC for Canada with respect to traditional grounding, future social patterns, global role, etc.</li> <li>4. Produce a 4 x 4 and a one page story as the story of the CFC project.</li> </ol> <p>(Save the backup material)</p>	<p>AUTHORIZATION STRATEGY</p> <ol style="list-style-type: none"> <li>1. List what authorizations have already been obtained. How was it obtained? How is it useful?</li> <li>2. Chart by regions of key figures, organizations. Discern the networks and display them. (Record full data of backup). Where are the holes? What is the necessary move ahead?</li> <li>3. Brainstorm the ways in which additional authorization can be obtained. What values indicate the higher priorities?</li> <li>4. Write a 4 x 4 and one page statement on strategies for catalyzing authorization.</li> </ol>	<p>PROGRAMME FINESSE</p> <p>As a total group, brainstorm the practical steps necessary to maintain quality of CFC in the arenas of sponsorship and set up orchestration training workshop leaders</p> <p>Divide into three groups (one for each arena). Gestalt the data and write a statement.</p>

# **TOWN MEETING FUNDING**

ICA: Chicago Nexus  
Ninth Guardian Consult

COMMUNITY FORUM  
Funding

Quarter II  
October 10-12, 1975

Context

Town Meeting/Community Forum Canada as a radical new project is a challenge and possibility in relationship to funding. The challenge lies in the scale of the project and the corresponding cost. The possibility lies in the discovery of new areas of prospects and arenas of concrete funding.

TEAM WORK

ISSUES	DECISIONS	PRODUCTS
<u>Regional/National Funding</u> <ol style="list-style-type: none"> <li>1. Obtain full \$1200 per Town Meeting</li> <li>2. False separation of national and local</li> <li>3. Erroneous cost image</li> <li>4. Inadequate middle-level budget</li> </ol>	<p>How to image the cost of a single Town Meeting/Community Forum Canada as \$1200 instead of \$600.</p>	<p>Develop a strategy so that the local raises \$600 per Town Meeting and the city, state, or corporation matches it with the other \$600, by telling the funding story and developing a line-item budget.</p>
<u>Proposal Strategy</u> <ol style="list-style-type: none"> <li>1. Matching constituents with components</li> <li>2. Winning proposals</li> <li>3. Identifying constituents</li> <li>4. Strategic approach</li> </ol>	<p>How to create winning proposal components to break open funding among new constituencies</p>	<p>Outlines of alternative proposals and components in relation to such constituents as business, private endowment, service associations and state agencies.</p>

ICA: Chicago Nexus  
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COMMUNITY FORUM  
Funding

Quarter II  
October 10-12, 1975

Context

The task facing Regional and National Funding is to clarify the total cost of the TM/CFC and to restyle the budget into a formal budget to which regional staff and local funding sources can creatively respond.

In relationship to Proposal Strategy the challenge is to refine proposals and proposal components and create a corresponding network of sources to which the proposal or components will appeal.

TEAM WORK

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY EVENING
<u>Actual Cost of Single TM/CFC</u> 1. Lay out the funding picture of the TM/CFC. 2. Discuss the current contradiction in meeting the actual cost to ICA of a single TM/CFC day. Note also various successes in matching fund strategy. 3. Brainstorm proposals for dealing with the current confusion. 4. Group the proposals into particular approaches.	<u>Line Budget</u> 1. Look at budget in funding book. Note breakout of cost for single day. 2. Brainstorm a way to rework budget in order to show \$1200 cost of day. 3. Draw up and type the suggested budget. (One to highlight the whole project and one to highlight the cost of a single TM. 4. Reflect on ways to approach institutions for matching funds.	<u>Strategic Approach</u> 1. Develop the story for describing the cost to Sponsorship Committee. 2. Develop the approach for obtaining matching funds. 3. List types of organizations likely to participate in the matching fund strategy and devise strategy for approaching each. 4. Send work to typist and review work of the day.
<u>Proposal Strategy: Intro.</u> 1. Review the TM/CFC funding objectives in the funding book and describe the role of proposals. 2. Describe the situation to date relative to proposal submissions and the result thus far. Note successes with Lamar University, Cincinnati Insurance Co., Zenith, etc. 3. Imagine a proposal being delivered to your corporation, college, foundation. What will hook it? 4. Write up the "hook".	<u>Constituent Identification</u> 1. Reflect on other institutions as prospects for CF proposals. What ones may be planning to respond to the Bicentennial? Which ones acknowledge responsibility to their community? Which ones are looking for broader aspects to help their public relations? 2. Reflect on the TM product. Develop images of what it can do and how it works. 3. Split into 3 groups and write up a pitch for 3 kinds of prospects. 4. Review and reflect.	<u>Content Development</u> 1. Look at the proposal components in the CF funding book. Art form. 2. Note that of the 9 par's in a proposal, 6 describe the project and the last 3 are aimed at a specific foundation, corporation, etc. Brainstorm topics for the first 6. 3. Pull together the brainstorm into the 6 paragraph topics. 4. Form several sets of the last 3 paragraphs based on specific prospects.

ICA: Chicago Nexus  
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COMMUNITY FORUM  
Funding

Quarter II  
October 10-12, 1975

Context

The task of the funding teams involves the use of all the best available wisdom at this moment to implement the locating and targeting of new prospects and contacts to prospects.

Also, to discover the most appropriate methods for the combined efforts of Guardian, House, and Centrum personnel in circuits, data systems, and follow up.

TEAM WORK

ISSUES	DECISIONS	PRODUCTS
<u>New Prospect Targeting</u> <ol style="list-style-type: none"> <li>1. Gridding the economic community</li> <li>2. Framing the relationships</li> <li>3. Webbing the contacts</li> <li>4. Targeting and planning</li> </ol>	<p>How to break open new constituencies by systematically listing and framing prospects across the continent (family foundations, state Bicentennial commissions, Humanities foundations, corporations, and Habitat) and recording relationships.</p>	<p>Create all preparations necessary for Sunday AM workshops, including: a clear 4x4 statement of the process of gridding, framing &amp; webbing in order to complete the "contact" forms and create the procedures &amp; work sheets for use by area groups on Sunday.</p>
<u>Circuit Implementation</u> <ol style="list-style-type: none"> <li>1. Comprehensive circuit rationale</li> <li>2. Intensified guardian participation</li> <li>3. Prospect data system</li> <li>4. Follow-up system</li> </ol>	<p>How to intensify the circuits through a hard rationale with increased guardian participation.</p>	<p>Create a rationale for effective circuit operations through</p> <ul style="list-style-type: none"> <li>-forward planning and scheduling</li> <li>-teams in the field</li> <li>-coordinated back-up system in the field</li> </ul>



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COMMUNITY FORUM  
FUNDING  
NEW PROSPECT TARGETING

Quarter II  
October 10-12, 1975

CONTEXT

To make a leap forward in funding Community Forum and Social Demonstration, it is necessary to understand in more depth the economic community and how to approach it. The task of this team is to work out procedures for this to be done relative to a typical city.

PROCEDURES

Saturday Morning	Saturday Afternoon	Saturday Evening
<p>ECONOMIC GRIDDING</p> <ol style="list-style-type: none"> <li>Contextual statement and initial Brainstorm on what a grid of the economic community needs to contain.</li> <li>Divide into 3 groups, which consider one city each e.g. Seattle, Des Moines, Toronto. What would you need to know to describe the economic community there? to which elements could help to fund TM/CFC. Record results.</li> <li>As total group, report briefly from Step 2. Decide whether the funding contact work sheet is a satisfactory screen for holding the data, or, if necessary, revise it.</li> <li>Write the 5 key steps or procedures for a T/F to prepare a Grid of the Economic Community of a city or metro.</li> </ol>	<p>FRAMING THE CONTACTS</p> <ol style="list-style-type: none"> <li>Context on the inter-relationships in the economic community of a city. (Use same three cities for examples). Look at work done in Chicago on "webbing".</li> <li>List kinds of contacts that would be useful to a team approaching your corporation with a request.</li> <li>Devise a strategic "frame" to show a typical strategy of approach.</li> <li>Prepare a 4x4 and write a paragraph on the ways to establish effective contact with corporations and foundations.</li> </ol>	<p>TARGETING STRATEGIES</p> <ol style="list-style-type: none"> <li>Brainstorm a list of available contacts for an ICA team, who could help with introductions, etc. to prospect targets. List.</li> <li>List the purposes for which available contacts are helpful.</li> <li>List precautions to be taken to protect contacts.</li> <li>Write a 7 point plan for a Development Task Force in a particular city to discern the targets for its funding over two years.</li> </ol>

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COMMUNITY FORUM  
FUNDING

Quarter II  
October 10-12, 1975

Circuit Implementation

Procedures

CONTEXT: The Team Task is to think through and describe the various dynamics which together, make for effective funding: namely the team in the field, the back-up system, and the local continuity between circuits.

PROCEDURES

Saturday Morning	Saturday Afternoon	Saturday Evening
CIRCUIT METHODS	BACK UP PROCEDURES	SCHEDULING AND CONTINUITY
<p>1. Review GCF Funding Circuit Book.</p> <p>2. Imagine a team is scheduled in your city; when and what do they do? <u>List.</u></p> <p>3. List types of new prospects and concrete contacts and clout.</p> <p>4. Brainstorm lists: 15 of "Do's" and 15 "Don't" in preparing to do circuit calling. <u>Print.</u></p>	<p>1. Imagine yourself on a team to a town; what hope to find already prepared? <u>List.</u></p> <p>2. List 20 daily procedures necessary for a regional office to do. (appointments, correspondence, records)</p> <p>3. Brainstorm method for follow-up of initial calls and requests.</p> <p>4. List the guidelines for training the local members of the calling team.</p>	<p>1. Brainstorm elements necessary for continuity of calling.</p> <p>2. Devise a model for a "Chart of Continuity" posted commonly in each region.</p> <p>3. Write 10 guidelines for Guardian Role in circuits.</p> <p>4. Brainstorm the functions of a local Development Task Force which would operate throughout the Quarter.</p>

TOWNMEETING

PROMOTION

ICA: Chicago Nexus  
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COMMUNITY FORUM  
Promotion

Quarter II  
October 10-12, 1975

Context

Promotion is the process of articulating the story about a product which most effectively communicates its values to the various audiences or beneficiaries of the product. As the primary audiences of the Community Forum project shift, the promotion strategy, resources, and procedures must be re-evaluated and brought up to date.

TEAM WORK

ISSUES	DECISIONS	PRODUCTS
<u>Town Meeting/CFC Story Cultivation</u> <ol style="list-style-type: none"> <li>1. Project Story</li> <li>2. Meeting Information Dissemination</li> <li>3. Staged Events</li> <li>4. Utilizing Promotion Expertise</li> </ol>	<p>How to adequately image the scope and vision of TM/CFC in relation to current social trends &amp; developments, the broader movemental mission, and the particular tasks involved.</p>	<p>One page statement on the profound function of CF including delineation of scope and vision, anticipating results and use of the 2-year project, and relation to other Bicentennial programs.</p>
<u>National/Local Promotion Strategy</u> <ol style="list-style-type: none"> <li>1. Sponsors Networks</li> <li>2. Guardian Networks</li> <li>3. Media Targets</li> <li>4. Promotion Catalysts</li> </ol>	<p>How to most effectively tap both local and national promotion networks.</p>	<ol style="list-style-type: none"> <li>1. List of selection criteria for most effective media targets</li> <li>2. List of strategies for use of local, regional, &amp; national promotion nets of sponsors.</li> <li>3. Statement of national promotion strategy.</li> </ol>
<u>Promotion Cost Reduction</u> <ol style="list-style-type: none"> <li>1. Workbook</li> <li>2. Brochure</li> <li>3. "Free" publicity</li> <li>4. "piggy backs"</li> </ol>	<p>How to secure local/national promotion materials and media coverage without a budget.</p>	<ol style="list-style-type: none"> <li>1. Form to collect listings of new promotional in-kind &amp; other corporate services.</li> <li>2. Printing and paper leads and strategy.</li> <li>3. List of promotional gimmicks.</li> </ol>
<u>Special Publicity Issues</u> <ol style="list-style-type: none"> <li>1. Continental Publicity Office</li> <li>2. Large Urban Centers</li> <li>3. Ethnic Groupings</li> <li>4. Black Communities</li> </ol>	<p>How to create strategic promotion designs to focus on the special situations and communities in which TM/CFC are anticipated.</p>	<p>Promotion strategies for black and ethnic communities.</p>

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COMMUNITY FORUM  
Promotion

Quarter II  
October 10-12, 1975

Procedures

The task of the promotion teams is to use all the best wisdom of the past work on Town Meeting/Community Forum Canada available at this moment to create the most appropriate future thrust and to unblock some specific arenas of strategy and implementation.

TEAM WORK

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY EVENING
<ol style="list-style-type: none"> <li>1. Contextual status report</li> <li>2. Brainstorm, Workshop, &amp; gestalt elements of the story.</li> <li>3. Sub groups write paragraphs on the story.</li> <li>4. Report, clean, type, &amp; send to production.</li> </ol>	<ol style="list-style-type: none"> <li>1. Discuss uses of story</li> <li>2. Workshop 10 pt. plan for use of expertise in promo'n materials.</li> <li>3. Gestalt and type above plan.</li> <li>4. Send plan to production.</li> </ol>	<ol style="list-style-type: none"> <li>1. Give context on ARBA relations.</li> <li>2. Devise plan for "presentation."</li> <li>3. Get suggestions on other events to be staged.</li> <li>4. Devise plan for use of 2-year product.</li> </ol>
<ol style="list-style-type: none"> <li>1. Contextual statement on sponsorship.</li> <li>2. Brainstorm <u>concrete</u> names &amp; locations of prospective sponsors.</li> <li>3. List contacts for (2).</li> <li>4. Geographically gestalt the sponsor possibilities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review and critique products of summer promo'n T/F.</li> <li>2. List strategies for promotion nets (e.g. <u>Lions</u>)</li> <li>3. List contacts for above.</li> <li>4. List criteria for effective media targets.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review product of story group (above) on story.</li> <li>2. Write statement of our local promo'n strategy.</li> <li>3. List proposals for guardian role in promotion.</li> <li>4. List implementation of above.</li> </ol>
<ol style="list-style-type: none"> <li>1. Contextual statement.</li> <li>2. Discuss in-kind philosophy and insight.</li> <li>3. List of promotion in-kind gimmicks (e.g. billboards)</li> <li>4. Write 1 page statement on free publicity policy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Devise a form for collecting concrete names of firms for in-kind products &amp; services.</li> <li>2. List prospects for paper products.</li> <li>3. List prospects for printing.</li> <li>4. List guardian contacts.</li> </ol>	<ol style="list-style-type: none"> <li>1. Brainstorm in-kind pitch elements.</li> <li>2. Sub-groups write paragraphs on pitch.</li> <li>3. Report paragraphs &amp; clean.</li> <li>4. Type paragraphs of pitch.</li> </ol>
<ol style="list-style-type: none"> <li>1. Contextual statement.</li> <li>2. Brainstorm list of North Amer. Black &amp; ethnic organizations.</li> <li>3. Gestalt into black, latino, red, &amp; other.</li> <li>4. Write policy &amp; strategy paragraph for getting each group's authorization.</li> </ol>	<ol style="list-style-type: none"> <li>1. Brainstorm list of large urban publicity possibilities (e.g. community newspapers)</li> <li>2. Gestalt above.</li> <li>3. List guardian entrees into above.</li> <li>4. Write 1 page summary of strategy for large-urban.</li> </ol>	<ol style="list-style-type: none"> <li>1. Geog. cluster ethnic gps. regionally &amp; continentally.</li> <li>2. Brainstorm promo mats. for each ethnic grp.</li> <li>3. Discuss procedures apropos contl. pub. as intensified loc. pub.</li> <li>4. Devise a chart of contl. publicity procedures.</li> </ol>



ICA: Chicago Nexus  
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SOCIAL DEMONSTRATION  
8 Social Demonstrations Enablement

Quarter II  
October 10-12, 1975

Context

Guardians have played a direct role in the Social Demonstration Consults and in staffing the projects themselves. With eight Social Demonstrations underway, we are at a point of needing to bring further coordination of our efforts and deeper understanding of what we have done and are doing to insure continual effectiveness.

TEAM WORK

ISSUES	DECISION	PRODUCTS
Guardians from North America have been asked to attend the Social Demonstration Consults and the details of how this is to be carried out needs to be worked out.	Laying out the criteria and names for the Consults	Chart of personnel recommendations for the Consults and assignment (rationale).
The Commodities Company (EDGE) recommended at the last Guardians meeting is now ready to take the next step and be launched into operations.	How to finance the Commodities Company start and how it will operate.	Plan for company's capitalization and list of recommendations for operation and assignment (rationale).
Several small industries have been initiated at the Social Demonstrations, work is needs on getting out other industries with an eye for employment, low cost investment and ready profits.	List of values and types of small industries useable in Social Demonstration.	Chart of small industries which need research with contact names and comments and assignment (rationale).



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Guardian Consult

SOCIAL DEMONSTRATION  
8 Social Demonstrations Enablement

Quarter II  
October 10-12, 1975

Procedures

The task of the 8 Social Demonstrations Enablement team is to work out North American Guardian representation at each Consult and to designate personnel to supply needed expertise at the 5th City and 2nd Majuro Consult.

TEAM WORK

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY EVENING
<ol style="list-style-type: none"> <li>1. Review Guardian Participation in Consults, Majuro, Oombulgurri, Jejudo.</li> <li>2. Build 4x4 of roles &amp; tasks of N.A. Guardians at Consult.</li> <li>3. Look over schedule of remaining Consults</li> <li>4. Match names of Guardians requesting to go on Consult with Schedule.</li> </ol>	<ol style="list-style-type: none"> <li>1. Get out 5th City Expertise list and recommend 3 Guardians for each slot.</li> <li>2. Get out Majuro Expertise list &amp; recommend 3 Guardians for each slot.</li> <li>3. Compose a letter of information.</li> <li>4. List materials need for preparation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepare all materials for typist</li> <li>2. Review work of the day</li> <li>3. List next steps for Guardians &amp; Social Demon. Post.</li> <li>4. Make Assignments.</li> </ol>
<ol style="list-style-type: none"> <li>1. Go over EDGE 4x4</li> <li>2. Discuss EDGE operations, aims, accomplishments.</li> <li>3. Decide on best way to finance EDGE.</li> <li>4. Brainstorm ways to get finances together.</li> <li>5. Decide if EDGE is <u>viable!</u></li> </ol>	<ol style="list-style-type: none"> <li>1. Lay out finance plan</li> <li>2. Get out names, companies, etc. that could help finance EDGE.</li> <li>3. See how much can be raised at Guardians Consult.</li> <li>4. Report results.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lay out steps to be taken to complete EDGE financing.</li> <li>2. Get materials to typist.</li> <li>3. Work on EDGE report for Breakfast presentation.</li> <li>4. Make assignments and recommendations to Soc. Demonstration Post and Guardians.</li> </ol>
<ol style="list-style-type: none"> <li>1. Review small industries at Majuro, Oombulgurri</li> <li>2. Scan and Discuss intermediate Tech. article.</li> <li>3. Brainstorm a list of small industries which might be used in Soc. Demon. Projects.</li> <li>4. Gestalt list into broad types.</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommend 10 new small industries for Majuro.</li> <li>2. Work up a 1 page proposal on each industry, with description of what it would do, etc.</li> <li>3. List sources for further information, equipment, and supplies.</li> <li>4. Build a 10 step plan for starting the new industry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assemble material for typists.</li> <li>2. Review work.</li> <li>3. Make list of followup to be done.</li> <li>4. Work out assignments for Guardians followup and Soc. Demon. Post</li> </ol>

ICA: Chicago Nexus  
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SOCIAL DEMONSTRATION  
Majuro Self Support

Quarter 11  
October 10-12, 1975

### Context

As Majuro moves toward self support, particular needs have arisen which require the advice and assistance of Guardians to enable the project's completion. TASC and TSIP hold the keys to placing the MHDP on sound economic grounds and need interim help while awaiting Federal Funding.

### TEAM WORK

ISSUES	DECISION	PRODUCTS
TASC is in need of extended credit to continue and expand its wholesale operation which has been the fundamental economic sign in Majuro.	Lay out methods for raising \$100,000 and how loan fund will be operated.	Plan for raising the \$100,000 immediately, with appropriate story, operating principles and list of donor sources.  \$50,000 loans committed & assignment (rationale)
TSIP has several small industries ready to go, but they are in need of certain equipment which is out of their reach unless obtained by in-kind or gotten very cheaply.	Secure commitments and means for acquiring equipment.	List sources for equipment and list guardians who will help acquire the equipment.  \$25,000 worth of Equipment committed & assignment (rationale)
Transportation to Majuro is extremely expensive and prevents the acquiring of certain goods and equipment, and limits personnel from doing the travel necessary to the project.	Establish best modes of transportation for particular equipment and goods.	A set of approaches and list of contact names for sea mail and air transportation.  10 commitments on low cost/free transport. & assignment (rationale)

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SOCIAL DEMONSTRATION  
Majuro Self Support

Quarter II  
October 10-12, 1975

### Procedures

The task of the Majuro Self Support Team is to arrange for extended credit for TASC and acquiring equipment and supplies for the setup of of the small industries. The team will also work on possible new industries as an advisory to further develop Majuro.

### TEAM WORK

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY EVENING
<ol style="list-style-type: none"> <li>1. Lay out present operation of TASC Loan Account &amp; brainstorm needed operational procedures</li> <li>2. Divide into 2 groups: a) refine operational procedures, b) Create pitch for raising \$100,000.</li> <li>3. Report Back</li> <li>4. Brainstorm list of indiv. foundations &amp; other sources of loan money.</li> </ol>	<ol style="list-style-type: none"> <li>1. Give 'hitting pavement' context, tell story of Dev. raising \$100,000 in 6 hrs, w/ \$89,000 deposited.</li> <li>2. Expand list, check most likely to respond.</li> <li>3. Divide in calling units &amp; co-ord unit; make assignmts.</li> <li>4. Make calls to actually commit \$50,000, report, and mark thermometer.</li> </ol>	<ol style="list-style-type: none"> <li>1. Report by teams briefly on signal events of calling</li> <li>2. List followup procedures</li> <li>3. Make followup assignments.</li> <li>4. Complete records of commitments, calls made, special arrangements and other data.</li> </ol>
<ol style="list-style-type: none"> <li>1. Read TSIP document, gestalt equip. lists</li> <li>2. List sources of equip. w/ helpful data (in-kind, wholesale, quick deliver) &amp; contact persons.</li> <li>3. Divide in 2 groups: a) Pitch for committing \$25,000 equipment, b) Prioritize equipment "most needed" &amp; "most likely"</li> <li>4. Report Back</li> </ol>	<ol style="list-style-type: none"> <li>1. "Hitting Pavement" context &amp; Montgomery Wards kitchen equipment story.</li> <li>2. Divide in calling units &amp; coord unit: (checks with TASC Loan to avoid duplic. calls.</li> <li>3. Call for actual commitments (\$25,000 of equipment)</li> <li>4. Report to coord unit, make list of commitments with \$ value.</li> </ol>	Same as Above
<ol style="list-style-type: none"> <li>1. Context for need of cheal transport (eg. Flying Tiger)</li> <li>2. Brainstorm types of transportation w/ values, restrictions, and what each most useful for.</li> <li>3. Brainstorm transport sources with contacts</li> <li>4. Create chart revealing best modes of transport for types, goods, equipment, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Brainstorm poss approaches to use w/ corp</li> <li>2. Divide in calling units, &amp; coord unit (will record data)</li> <li>3. Specific assignments, call to commit 10 sources of free/low cost transport.</li> <li>4. Report to coord unit, mk list of commitments w/ \$ potential saved.</li> </ol>	Same as Above



ICA: Chicago Nexus  
Ninth Guardian Consult

SOCIAL DEMONSTRATION  
In-Kind Network

Quarter II  
October 10-12, 1975

Context

Acquiring in-kind and low cost goods, equipment and services has proven an effective way to accelerate the development of Social Demonstration projects. It has given the private sector a way to participate in Social Demonstration and been a sign to Governmental agencies of a fast and inexpensive way to being about socio-economic development beyond their expectations.

TEAM WORK

ISSUES	DECISIONS	PRODUCTS
How Guardians can assist the acquisition of needed items for social demonstrations.	Design directory by categories, e.g. Agricultural equipment, wholesale foodstuffs, etc.	Initial Guardians Purchase Directory indicating who has access to particular items and assignment (rationale).
Many items and services are not obtained because of a lack of knowing how to utilize tax benefits.	Ways to use various tax benefits to enable contributions	List of available tax benefits, how they operate and story.
As Goodwill Industries and other groups are contacted for gifts of items, it would be helpful to have our needs in the minds of certain companies so they might volunteer needed items.	Ways of creating broad and favorable awareness of Social Demonstration needs.	Promotional plans to alert companies of Social Demonstration needs and a list of companies to begin with and assignment (rationale).

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SOCIAL DEMONSTRATION  
In- Kind Network

Quarter II  
October 10-12, 1975

Procedures

The task of the In-Kind Network team is to build a data resource which can make more effective use of the Guardians participation in supporting the Social Demonstrations.

TEAM WORK

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY EVENING
<ol style="list-style-type: none"> <li>1. Review In-kind list</li> <li>2. Project needs, add items to list.</li> <li>3. Develop a set of categories, i.e. Sears Catalogue index.</li> <li>4. Arrange data in categories and reflect on work.</li> </ol>	<ol style="list-style-type: none"> <li>1. Brainstorm Guardians related to categories. Check thru Guardians directory print out for info.</li> <li>2. Note where are guardians related to particular categ.</li> <li>3. Make notes of companies &amp; other helpful data by category</li> <li>4. Decide on form of document</li> </ol>	<ol style="list-style-type: none"> <li>1. Build directory</li> <li>2. Have material typed</li> <li>3. Assemble booklet</li> <li>4. Reflect on directory make any additional comments on use and next step.</li> </ol>
<ol style="list-style-type: none"> <li>1. Outline situation-need for inkind and below cost purchasing.</li> <li>2. Enumerate types and ways of obtaining tax breaks, depreciated equipment, capitol gains, etc.</li> <li>3. Discuss limitations and use of each type.</li> <li>4. Talk through in-kind list suggesting particular ways.</li> </ol>	<ol style="list-style-type: none"> <li>1. Build a chart of various tax benefits</li> <li>2. Work out explanation of how each operates.</li> <li>3. Talk through types of situations, size of company that could most likely use particular tax benefits</li> <li>4. Suggest ways to ascertain which benefit is applicable</li> </ol>	<ol style="list-style-type: none"> <li>1. Build master chart with all data</li> <li>2. have material typed</li> <li>3. Review work, make comments on use (talk with TSIP Equip people)</li> <li>4. Give specific instruction on uses for Soc. Dem. Post</li> </ol>
<ol style="list-style-type: none"> <li>1. Review situation in Majuro and need for in-kind</li> <li>2. Look at groups who receive inkind gifts, how they operate.</li> <li>3. Lists of ways in which we could attract inkind donations.</li> <li>4. Group into particular approaches.</li> </ol>	<ol style="list-style-type: none"> <li>1. List industries, companies that we should be in their screen of consideration.</li> <li>2. Build a 10 pt. plan to create consciousness of Soc. Demon. needs in above comp.</li> <li>3. Create mock up of brochure or p.r. piece which could be used.</li> <li>4. Get out list of Guardians who would assist in this.</li> </ol>	<ol style="list-style-type: none"> <li>1. Pull materials together and have typed.</li> <li>2. Review work</li> <li>3. Make a list of suggestion for implementing the campaign.</li> <li>4. Give particular instructions to soc. Dem. Post.</li> </ol>

SUNDAY MORNING WORKSHOP

Introduction

1. Meet by areas and walk through the morning's work, the year's total funding sheet, and Community Forum Funding book. Spin on how all movement people are developers and how all (houses, programs, and posts) assume this responsibility.
2. Divide by cities or environs with enough people to operate as a group.

Funding

3. Quickly brainstorm the following in numerical order. Divide chalkboard up into 4 parts. Only show the part you have used or are using in each step. BE SURE AND APPOINT A SCRIBE.

Source	Key Person	Entree	Guardian
1. Largest employers in your town (city) (metro). (region) Get 20.	6. List the key figures -officers -directors -stkholders in employers and banks.	9. List opposite each name secondary contacts who could get a guardian/ICA person an appointment.	11. List guardians who could make appointments with key persons or could get entre to make appointments.
2. Largest banks in relation to above. Get 5	7. Press for people who show up in two or more places in "source" column.	10. Star the most likely.	12. What appointments could guardians gathered here make. -key persons -entre -guardians listed above
3. List corporations, foundations or indiv. you think would be attracted by TM/CFC	8. Star those who participate in Bi-C work in their company or community.		
4. Wealthy families (new and old). Get 10			
5. Star those who participate in Bicentennial.			

4. Pass out the Continental Funding Schedule.

- a. Walk through briefly.
- b. Select a week from schedule to work with funding teams (NF or CF). Set a meeting date--preferably Sun. or Mon.



SUNDAY MORNING WORKSHOP

6. Set up a plan for making appointments between now and the scheduled meeting.
  - 1) The entire who could set an appointment with key persons for the scheduled week.
  - 2) With other guardians to talk about the plan and come to the meeting with the funding team.
- d. Talk through
  - 1) Plan to make additional appointments the scheduled week after meeting with the funding team.
  - 2) Make calls with the funding team where advisable.
  - 3) Follow-up proposals made where advisable.

In-Kind

5. Pass out sheets showing corporation who have computer equipment, paper companies and printing companies. Let these be the "Source" column as you repeat the process in "3" above. Move through the process rapidly.
6. Pass out "Contact Worksheet". Have each person fill it out and turn it in within 15 minutes.

Program

7. Gather back as an area. Lay out the area training meetings over the next 6 months. Discuss. Brainstorm quickly a list of guardians who could ride circuits, catalyze Sponsorship Committees, lead workshops, and orchestrate town meetings. See where and when they could attend training meetings. Are additional meetings needed? Where and when? If necessary, schedule ~~withxxxxxxx~~ in conjunction with area prior. Make assignments of guardians to specific training meetings.

Conclusion

8. Pull together all data, schedules, plans and commitments into grouping of funding, in-kind, and program. Put all on one area schedule. REMEMBER TO HAVE SCRIBE RECORD AND TURN IN ALL DATA.

Schedule Circuit		CONTINENTAL											
Area		Quarter II											
		1	2	3	4	5	6	7	8	9	10	11	12
San Francisco	UC	B/gs		PopC		Daise						L.A. S.F. S.F.	Phnx. Ackn Den. S. Jose
	MF												
	CF		S.F.	Seat			Bill	SatL			Phnx	Den.	
Houston	CF				Hous	Mem.			N.O.	Atl.			Char
	MF		N.O. OKAC				N.O. OKAC		Hous		N.O.		
	UC	Fl.W.	Tampa Dale	N.O. Hous		Mem. OKC	Mem. Char		Atl.				
Edmonton	UC		Sask.					Anch	Edm				
	MF												
	CF		Sask	Winn			Cal.	Edm			Van	Anch.	
Toronto	CF				Tor	Mont.			Ottawa	Lon.			Tor
	MF												
	UC		Tor				Ottawa						
Chicago	UC	Min			St. L. Milw Chi		Mad	Clev Akron Colum	Wich. K.C.				
	MF	Spfd. Chi	Clev. Det.	Pitt Cin	Spfd. Hou	Clev. Chi	Clev. Det.	Pitt Chi	Spfd.	Clev. Chi		Pitt Chi	Spfd Cinn
	CF		Milw	Det			Cinn	Ind			St. L.	K.C.	
New York	CF				Phil Clev. N.Y. D.C.	Rich			Bolt Phil N.Y. D.C.	Hart			Bas.
	MF		D.C.	P.Hs			D.C.				Phil Clev. Det. D.C.		N.Y. D.C.
	UC	Roch		Phil	Sis	D.C.				Brook W. Pt. N.Y.	Phil Clev. Det. D.C.		

# UNDING SCHEDULE

1975-76

Quarter <u>III</u>													
13	1	2	3	4	5	6	7	8	9	10	11	12	13
<div> <u>Key</u>            UC - Urban Circles            MF - Major Funding            CF - Community Forum         </div>													
LA	San				San	San			S.F.	San			Phx
San			ok/c	Dal			San	San			Tul	Hav	
Task	Winn				Cal	Edm			Van	Arch			Task
Mont			Ottawa	Lon			Tor	Mont			Ottawa	Lon	
Omaha	Wich				G. Bay	Minn			Dela	Clev			Chi
San			New	D.C.			Pitts	Roch			N.Y.	Bydln	

**NINTH GUARDIAN CONSULT**

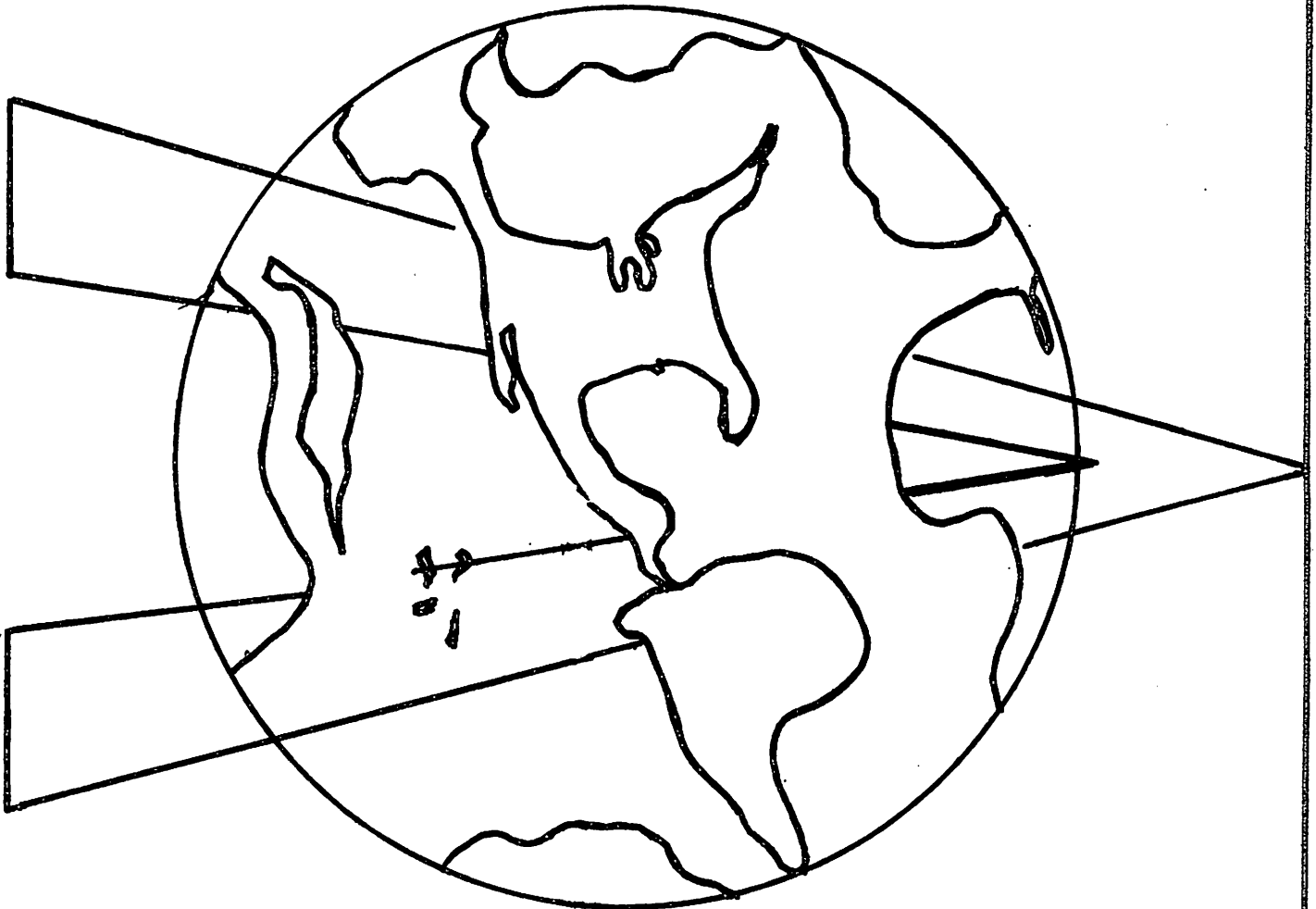
**FINAL PLENARY REPORTS**

**Intra-Global Movement**

**Global Community Forum**

**Global Social Demonstration**

**October 10-12, 1975**



A SUGGESTED GUARDIAN  
SYMBOL

### THE GUARDIAN IN HISTORY: THOSE WHO CARE

The guardian is the one who accompanies the movement through history - sustaining the mission, enabling the task, protecting the vision. The Guardian begins by demanding integrity in economics, providing support, giving advice, and raising money. In the political arena he oversees decisions, builds models, enacts polity, and utilizes his knowledge in order to permeate the establishment. In enabling culture, he shares his skills in an effort to engage society. Because he cares deeply, he dares to risk his time, talent, and financial resources.

Through the participation of the Guardians the Movement turned to the World. The Guardian now provides local support to the Movement as he organizes the cadre and activates the guild structures. He stands as the interface between the movement and the world as he catalyzes the efforts of those who care. His involvement with the Urban House begins by dropping in, providing enablement and at the same time participating in the structures of the House. His participation has resulted in committing his life to the mission. He has discovered his profound vocation in caring for self, for work, for the Movement, and for the World!

As the Guardian moved into the world, his participation has become Global in nature. At Guardian Consults he has invented his role while accepting participation in the Movement. He stands ready to marshall his experience and invests himself in totality. The Global Consults are leading him to claim the World! His in depth involvement has allowed him to advise the Movement and perform creatively in structures such as LENS and Town Meeting. He is activating networks throughout the world in true global engagement!

Within this global network the Guardian is mobilizing resources, providing skill and management training as he develops the image of globality. He develops his relationship to other Guardians and the Movement by developing Metro Guardian lists, by meeting quarterly with Area Guardians and by consulting semiannually within the Nexus. On a Global basis the Guardians communicate interactively. He discovers himself by developing symbols of Guardianship, honoring his covenant and structuring the Guardian organization to allow him to embody the Guardian style. Global engagement demands INVINCIBLE GUARDIANSHIP!!



HISTORICAL STATEMENT		LOCAL PARTICIPATION		GLOBAL PARTICIPATION		GLOBAL NETWORK	
ECONOMIC	RAISED MONEY	LOCAL SUPPORT	ORGANIZING CADRE	GUARDIAN CONSULTS	INVENTING ROLE	ECONOMIC ENABLEMENT	MOBILIZING RESOURCES
	GAVE ADVICE		ACTIVATING GUILD		INVITING PARTICIPATION		PROVIDING TRAINING
	PROVIDED SUPPORT		PROVIDING INTERFACE		MARSHALLING EXPERTISE		ENABLING MANAGEMENT
	DEMANDED INTEGRITY		CATALYZING CARE		INVESTING TOTALITY		IMAGING GLOBALITY
POLITICAL	OVERSAW DECISIONS	URBAN HOUSE	DROPPING IN	GLOBAL CONSULTS	VISITING 3	POLITICAL RELATIONSHIP	METRO - LISTING GUARDIAN
	BUILT MODELS		PROVIDING ENABLEMENT		DOING 8		AREA - MEETING QUARTERLY
	ENACTED POLITY		PARTICIPATING IN STRUCTURE		ENVISIONING 24		NEXUS - CONSULTING -SEMIANNUALLY
	PERMEATED ESTABLISHMENT		COMMITTING LIFE		CLAIMING WORLD		COMMUNICATING GLOBAL - INTERACTIVELY
CULTURAL	SHARED SKILLS	PROFOUND VOCATION	CARING FOR SELF	IN-DEPTH INVOLVEMENT	ADVISING MOVEMENT	CULTURAL DISCOVERY	DEVELOPING SYMBOLS
	ENGAGED SOCIETY		CARING FOR WORK		CREATING LENS		HONORING COVENANT
	CARED DEEPLY		CARING FOR MOVEMENT		DEVELOPING TOWN MEETING		STRUCTURING ORGANIZATION
	DARED TO RISK		CARING FOR THE WORLD		ACTIVATING NETWORKS		EMBODYING STYLE
PARTICIPATION	LOCAL SUPPORT	GLOBAL PARTICIPATION	GUARDIAN CONSULTS	GLOBAL NETWORK	ECONOMIC ENABLEMENT	GLOBAL ENGAGEMENT	HISTORIC CREATION
	URBAN HOUSE		GLOBAL CONSULTS		POLITICAL RELATIONSHIP		LOCAL MANIFESTATION
	PROFOUND VOCATION		IN-DEPTH INVOLVEMENT		CULTURAL DISCOVERY		GLOBAL DEVELOPMENT
	GLOBAL PARTICIPATION		GLOBAL NETWORK		GLOBAL ENGAGEMENT		INVINCIBLE GUARDIANSHIP

NINTH GUARDIAN CONSULT  
OCTOBER 10-12, 1975

GLOBAL Guardian: Team 1

ENABLING GLOBAL AND LOCAL ENGAGEMENT

INSTITUTE OF CULTURAL AFFAIRS  
QUARTER II, 1975-76

①

	LOCAL	HOW
Social  Demon- stration	<ol style="list-style-type: none"> <li>1. Understand your local environment</li> <li>2. Examine your skills and availability</li> <li>3. Know your local support system</li> <li>4. Symbolize your committment</li> <li>5. Know your community</li> </ol>	<ol style="list-style-type: none"> <li>1. Visit old timers: hear youth</li> <li>2. Prioritize your time</li> <li>3. Participate in civic affairs</li> <li>4. Function in the local church experiment</li> <li>5. Stay on top of local happening and transfer knowledge</li> </ol>
Global  Commun- ity Forum	<ol style="list-style-type: none"> <li>1. Advocacy</li> <li>2. Brokering</li> <li>3. Coordination</li> <li>4. Demonstrating</li> <li>5. Evaluating</li> </ol>	<ol style="list-style-type: none"> <li>1. Make Forays</li> <li>2. Make contacts</li> <li>3. Mobilize resources (\$, people, and supplies &amp; space, etc.)</li> <li>4. Set a date and make it happen</li> <li>5. Determine what the happening meant and follow through with objective of creating guilds</li> </ol>
Inter- global Move- ment	<ol style="list-style-type: none"> <li>1. Hold the Context</li> <li>2. Give direction</li> <li>3. Design procedures</li> <li>4. Work in the program</li> <li>5. Develop and maintain a support and delivery network for the Urban House</li> </ol>	<ol style="list-style-type: none"> <li>1. Guardian training</li> <li>2. Area planning councils</li> <li>3. Set an example and share your experience</li> <li>4. Take responsibility</li> <li>5. Local Guardians Plan for economic support, political contacts and cultural enrichment.</li> </ol>

NINTH GUARDIAN CONSULT  
OCTOBER 10-12, 1975

~~GLOBAL GUARDIAN: Team 1~~  
ENABLING GLOBAL AND LOCAL  
ENGAGEMENT

INSTITUTE OF CULTURAL AFFAIRS  
QUARTER II 1975-76

②

	GLOBAL	HOW
Social  Demon- stration	<ol style="list-style-type: none"> <li>1. Get inside your cultural differences</li> <li>2. Understand your personal limitations</li> <li>3. Honor your strengths and weaknesses</li> <li>4. Symbolize your participation</li> <li>5. Understand the social process</li> </ol>	<ol style="list-style-type: none"> <li>1. Study (for example) the Great Religions</li> <li>2. List your skills</li> <li>3. Work within the Common Vision</li> <li>4. Go on a consult</li> <li>5. Study the social arena and internalize methods</li> </ol>
Global  Commun- ity  Forum	<ol style="list-style-type: none"> <li>1. Advocacy</li> <li>2. Brokering</li> <li>3. Coordinating</li> <li>4. Demonstrating</li> <li>5. Evaluating</li> </ol>	<ol style="list-style-type: none"> <li>1. Promote Community Forum through your network of contacts</li> <li>2. Arranging money and inkind (equipment, space, etc.)</li> <li>3. Get right information to the right people</li> <li>4. Make it happen</li> <li>5. Require a report and follow up on recommendations</li> </ol>
Inter- global  Movement	<ol style="list-style-type: none"> <li>1. Maintain the common vision</li> <li>2. Decide policy</li> <li>3. Delineate how policy is to be carried out</li> <li>4. Direct the actual operation</li> <li>5. Undergird the movement with time, talent and treasure</li> </ol>	<ol style="list-style-type: none"> <li>1. Global Guardian Academy</li> <li>2. Guardian Consult</li> <li>3. Effectuate procedures</li> <li>4. Build in accountability</li> <li>5. Global Bank of time, talent and treasure</li> </ol>

CORPORATE ECONOMIC POWER UNIT		INDIVIDUAL PLEDGES		IN-KIND CONTRIBUTIONS		DEVELOPMENT ASSISTANCE	
Project Budget	Set-Up budget	Continuing Program Expenditure	Budgeting	Reduce Monetary Expenditure	Labor	Global Program Development	Social Demonst.
	Determine particip.		Yearly published budget		Materials		TM
	Other particip. (ind.)				Food		LENS
	Foundations, etc.				Services		RS-1, CSI, etc.
Corporate Econ. Covenant	List participg. Guards.	Regular Monthly Pledge	Solicitation	Direct Contribution	Contribute time/talent	Research Foundations & Corps. and other Sources	Locating fdns.
	Determ. avail. inc. from Guardians		Specific needs made known		Handle consults		Contact corps.
	Set-up percent. contrib.		Allowance for designated pledge		Travel/teach/time		Gov. sources
	Family guardian decision				LENS/TM presentation		World Bank
Admin. istrating Bd.	Name the board	Apportioning Monetary Resources	Same board admin.	Indirect Contributions	Obtain other services	Assist Development Centrum	Guardians meet w. Development
	Location of fund		Coord. ongoing with special proj.		Know needs of prog.		Guardian/House dynamic
	Supervise fund		Coord. with manage. centruns		Obtain donated equip.		Area Guardians
	Allocation of funds				Make availa. less cost		Area/Global rationate
Common Formula	Devise formula	Family Budget	Family consult. discussion	Inkind bulletin Specific Needs	Publish. list of need	Going on Development Calls	Decide calling rationale
	Apply formula		Decision to partic.		Budget needs		Methodology of contact
	Eval. form./after per.		Comprehensive planning		Equipment needs		Brainstorm presentation
	Goals revision		Ind. discretionary fund.				Make assignments for calls

## Planning Social Demonstration Odyssey

### Introduction

A global social demonstration odyssey is being considered for the month of July, 1976. It is to be an Odyssey for global guardians, with one or two from each social demonstration area participating.

The Odyssey would journey to the eight social demonstration cities. In cities near the project sites there would be an opportunity to meet with guardians of that area and to see both poverty and non poverty situations. They would also have occasions for visiting the political and economic hierarchy in selected locations.

The trip as outlined would cost around \$5000. Perhaps the trip could be in two parts or maybe special rates might be secured. If a large enough number were available to go, a plane could be chartered.

### Experiencing Global/Social Demonstration

---involves being impacted by the different forms of innocent suffering around the world, as well as the social forms being created to respond to the major contradictions. Such exposure discloses the importance of travel as a means of expanding one's consciousness of his own situation. Such an internal journey enables

### Expanding global awareness and exploding the new edge of global social demonstration

---involves bearing reports and stories from people who have participated in a Global Social Demonstration Odyssey to experience the unique differences of each culture, to expand and frame images that can help in sustaining the global effort. This kind of witness can be added on to the consult reports that the guardians have already heard to boost the consult and offer additional perspectives and recommendations on global social demonstration.

### Catalyzing guardian participation

---involves telling stories, showing slides and giving reports by those who went on the Odyssey as a way to sustain the vision of those already engaged in Global Social Demonstration and to catalyze work in the new project.

### Stylizing Global Responses

---involves creating screens for ongoing brooding which will prepare a guardian to respond sensitively, comprehensively and deeply when a situation demands it. Such brooding can enable a guardian to listen and respond non-defensively, both prerequisites for global citizenship.

### Implementation Plan

- 1) Assign one person from global centrum and a core group of guardians as enablers and consultants to make plans, send out preliminary announcements, make a firm budget and finalize the itinerary by the April Guardian's consult.
- 2) Make a list of interested guardians from the consult.
- 3) Recruitment and follow-up plan.

ITINERARY

July, 1976

CHICAGO - CITY FIVE

Mexico City - Attend Global Council  
Los Angeles  
Honolulu

MAJURO

Tokyo  
Seoul

JEJU DO

Hong Kong (Global Guardians Consult)  
Singapore  
Darwin  
Wyndham

OOMBULGURRI

Calcutta  
Delhi

TAJ GUNJ

Nairobi

KAWANGWARE

Cairo

TRASTEVERE

Copenhagen

LONDON - Isle of Dogs

Montreal  
Chicago



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**EXECUTIVE LENS TACTICAL SYSTEM**

Team two

Quarter 11  
October 10-12, 1975

LENS Promotion Materials	Personnel Trng & Data Exchange	Prioritizing Corporation Marketing	Course Image
Refine and edit current materials (flip chart, etc.)	Weekly accountability Centrum/Area/Region	Target key corporations	Define strategic aim of Executive Lens
	Assign region LENS marketer gun	Enlist guardian support	Develop national public image
	Distribute marketing materials to new markets		Broaden advocacy network
Print faculty list including credentials & authorization letters	Weekly log reports on each target corporation	Discern inter-corporation relationships	Solicit in-kind media services
	Create continental course calendar	build single corporation battleplan	Contact Ben Ball and others for group presentations
	Select pedagogues and observers		

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# TACTIC DESCRIPTIONS AND MIRACLES

Quarter II  
October 10-12, 1975

Team Two

## TACTIC NUMBER ONE: LENS PROMOTIONAL MATERIALS

The intent of LENS promotion is to design and produce sophisticated brochure, with faculty information and quotes from past participants, in order to impact and register top executives of key corporations.

### MIRACLES:

1. Contact past participants from San Francisco and Chicago Executive LENS for comments to be quoted in the brochure by November 10, 1975.
2. Faculty details of 10 members out of which any four will conduct LENS by November 7, 1975.
3. Prepare list of specific benefits from participation in LENS by November 5, 1975.
4. Brochure for NY LENS be ready by November 15, 1975 so that marketing guys have sufficient time to recruit.
5. Above work to be assigned to Program Scheduling in Centrum.

## TACTIC NUMBER TWO: PERSONNEL TRAINING & DATA EXCHANGE

To enable marketing of continental LENS this tactic establishes uniform data exchange and initiates training through selection and preparation of pedagogues and participant observers.

### MIRACLES:

1. Distribute checklist of uniform continental promotional materials to each coordinator by Wk 2 Qtr. II.
2. Corporation Coordinator logs weekly report and mails duplicate to continental coordinator (Gary Tomlinson) starting Wk 3 Qtr. II.
3. Assign ten P-O's to N.Y. LENS to be "on call."

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## TACTIC DESCRIPTIONS & MIRACLES

Quarter II  
October 10-12, 1975

Team Two

### TACTIC NUMBER THREE: PRIORITIZING CORPORATION MARKETING

This tactic has to do with analyzing the key corporations and developing the marketing pitch which is based on research data including the following:

#### CORPORATION DATA

##### Annual Report

for public vision and flavor as well as financial data

##### Organization Chart

for polity structure: Personality oriented or task oriented?

##### Training Programs Used

for sensitivity and methods in use.

##### Corporate Contributions

for social consciousness evaluation

##### 1974 LENS Marketing Manual

for further details and complete marketing strategy

#### INDIVIDUAL DATA

##### Who's Who

for biographical data

##### Social Register

for social circles

##### Newspapers

for promotions, time in job, rising?

### TACTIC NUMBER FOUR: COURSE IMAGE

In order to firmly establish a quality image of LENS with the executive level of the business community we recommend a statement on the strategic aim of executive LENS and an application of Town Meeting advocacy and promotion techniques to executive LENS.

#### MIRACLES:

ICA join American Management Association

2. Publish an article on LENS impact in a journal, e.g., Harvard Business Review.
3. Run an ad series on ICA AND LENS in at least one major periodical like Forbes or the Wall Street Journal.

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# TACTIC DESCRIPTIONS & MIRACLES

Quarter II  
October 10-12, 1975

Team Two

## TACTIC NUMBER FOUR: COURSE IMAGE (continued)

### STEPS FOR MIRACLE #2.

1. Construct 4x4 on function of article
2. Make pitch to author (a noteworthy businessman who has used LENS significantly.)
3. Hold PSU to build corporate rough draft with author participating as resource person.
4. Author and editorial staff polish paper.
5. Obtain company release.
6. Submit to journal
7. Revise as necessary.
- o. Distribut article reprints.

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Quarter 11  
 October 10-12, 1975

**TARGET COMPANIES AND COORDINATION ASSIGNMENTS**

CORPORATION	CONTACT	FOLLOW-UP	TARGET #
AT&T	Bill Hindman will introduce to man in Human Resources Dept.	Moffatt telephones	4
IBM	Al Williams Mr. Krieg Ammerman	Moffatt sees	4
EXXON	Through past grads	Don Clark, Moffatt calls and sees	4
AMERICAN STANDARD	Dick Eastburn Human Resources Director	Moffatt sees again	4
UNION CARBIDE	Robert King, VP	Rod Wilson telephones	4
MONTGOMERY WARD	J.P. Stark, VP	Rod Wilson sees	4
ROYAL BANK OF CANADA	Al Levin, Mgr. Public Affairs	George McBurney telephones	4
MOBIL OIL	P.J. Boglioni, Mgr. Mgmt. & Prof. Educ'n (also Sam Fried)	David Wood sees	4
NABISCO	Cliff Harrison Director of Training	David Wood sees	4
Eastern Airlines	Scott Stahr	Scott Stahr makes pitch to management	4

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 Ninth Guardian Consult TEAM 2: Executive LENS

Quarter 11  
 October 10-12, 1975

**TARGET COMPANIES AND COORDINATION ASSIGNMENTS**

CORPORATION	CONTACT	FOLLOW-UP *	TARGET #
NATIONAL DISTILLERS	Jack Moffatt VP	Don Moffatt	2
CBS	John Cowden Asst. to President	Justin Morrill Gary Tomlinson see	2
METROPOLITAN LIFE	Chester Fisher VP of Public Affairs	Justin Morrill Dick Seacord see	2
SEARS	George Nelson Management Trng Coordinator	Rod Wilson calls	2
BOEING		Scott Stahr ar- ranges appt. with Boeing Mgmt.	2
PROCTOR & GAMBLE	Geoff Place Sr. Director Research & Dvlpmt.	Jim Armour sees	2
LEVER BROS.	Keith Hevalt	Moffatt sees	2
DOW CHEMICAL	Steve Guitard	Gary Tomlinson calls	2
WORLD BANK	Mr. Lewis and Andrew Kamarack Dir. of Economic Dvlpmt. Inst.	Moffatt sees	2
SANTA FE	Gary Chesney	Rod Wilson sees	2



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OUTLINE OF PRESENTATION  
FOR LENS FLIP CHART

Quarter 11  
October 10-12, 1975  
INTRA-GLOBAL MOVEMENT T.F.  
TEAM 2 EXECUTIVE LENS

It is a double pleasure to be here to have the opportunity to talk with you--and, we believe we have something worthwhile and meaningful to discuss this afternoon. During this presentation, we will be talking about two basic subjects or concerns. First, what are management's new needs and responsibilities today and, secondly, how might we respond to those needs and responsibilities. In the process we will be talking about LENS and how you might benefit from this particular seminar. (Please feel free to ask questions at any time during this informal and brief presentation.)

1. LENS focuses on effective management in a world of change. Developed by
2. the Institute of Cultural Affairs, a not for profit organization engaged
3. in research, training, and demonstration projects around the globe.
4. The ICA has 1500 staff members in over 100 cities, 52 of which are in the North American Continent. In addition to that staff, there are some 3-400 businessmen consultants who are part time activists working with the ICA in teaching, training, working with the research departments community reformulation projects. There have been some 250 LENS Seminars in the past two and a half years, come 5000 participants, 3000 of whom have been from the business community. LENS has been offered to 100's
5. of corporations here and across the globe. Among those companies from whom management personnell have attended LENS a representative list is seen here.
6. Very briefly, we believe that our times and the basic process of management evolution have combined to demand a new era of management. Nothing is static in the midst of change and the world has seldom, if ever, seen such change as is our lot this day. Upon no group is the imperative to manage that change more pronounced than with business management. Business management is indeed disproportionately, uniquely
7. responsible for the future of mankind. Perhaps one might say that the demand on management has more to do with effectivity than with efficiency. More emphasis on a concern with doing the right thing before being concerned with doing things right. The corollary statement to that, we would say that the emphasis in LENS is on management development as opposed to management training, although it is certainly inclusive of the latter, and by its nature, human or individual development as well.
8. LENS is a way of thinking as opposed to what to think. LENS is a demonstration of process as opposed to instruction in new skills or techniques. LENS is an experience of motivity rather than a lesson in motivation.
9. What are our concerns today as corporate managers? Basically, I think it is safe to say that they are the concerns we have always had, multiplied by a factor that would reflect changing times and the complexity of our age. How is it that we make decisions in the face of the unknown? The costs, the demands that reflect the complexity of the current situation and the possibility of an indeterminate future. LENS thrust is to enable objectivity and to give perspective and practical methods to today's management relative to their responsibility in this new age of management.

ICA: Chicago Nexus  
Ninth Guardian Consult

OUTLINE OF PRESENTATION  
FOR LENS FLIP CHART

Quarter 11  
October 10-12, 1975  
INTRA-GLOBAL MOVEMENT T.F.  
TEAM 2 EXECUTIVE LENS

10. We concentrate on the three critical issues of decision making, resource utilization with the emphasis on human resource, on corporate attitude and context, as integral to management's responsibilities and to their institution's survival or profitability.
11. Now, let's get inside the course a little bit and look at the peices. LENS has a heavy emphasis on very practical methods of effective management. We'll talk more about those in a minute. It has, as we mentioned earlier, a very definite concentration on corporate context, both in relationship to the on-going operation of the corporation and in relationship to its purpose. The course is based on a comprehensive screen, an inclusive analysis of the total social process. This total social process and analysis of it lends objectivity to rethinking the primary dimensions of management.
12. The triangle you see here encompasses cultural, political, and economic dynamics that are present in any society, or any microcosm of that society, including a corporation, spelled out in great detail for the use of the participants in the course. This screen makes it possible to analyze and to objectively think about the complexities and the possibilities in the inter-relationships of the dynamics involved.
13. The cultural triangle permits us to deal effectively with the corporate context and with the possibilities and means of releasing human potential for better utilization of the human resources. Here, we would be talking about the corporate story, symbol and style.
14. The practical methods illustrated in the course--used in the course--and participated in by the participants in the course are tactical thinking, corporate action and human motivity. Tactical thinking methodology which starts the first evening and continues through all five sessions of the course is crucial to effective decision making.
15. Briefly, it is inclusive of determining practical visions or objectives, searching for fundamental contradictions that block the achievement of those objectives or visions, and creating viable proposals, tactics, and implementation models. Corporate action of the dynamic of
16. corporateness is integral to and part of the tactical thinking process. It can best be described as a potentially catalytic "creativity releasing" dynamic in which people are free to work together, enabling each other in the achievement of a common goal, or on behalf of a common purpose. This method is experienced in the course by the participants as is the
17. dynamic of motivity, or the self-sustaining, self motivation that is key to the release of individual human potential, which is the release of our greatest resource, human resource.
18. The pattern of LENS then, is contextual in a practical way. As foundation for corporately involving people in effective decision making and in releasing individual human potential; it is a course in effectively dealing with sparking responsibility.

ICA: Chicago Nexus  
Ninth Guardian Consult

OUTLINE OF PRESENTATION  
FOR LENS FLIP CHART

Quarter II  
October 10-12, 1975  
INTRA-GLOBAL MOVEMENT T.F.  
TEAM 2 EXECUTIVE LENS

19. In terms of the course timeline, we talk about it as five days packed into two, which may be some exaggeration, but let me explain. Start any given day about 6:00 in the evening and go til 10:30 that night. Start the next day at 7:00 and go til 10:30 that night, start the third day at 7:00 and end at 2:00 that afternoon. Each session involves a meal during which conversations involving the participants reflect the issues raised by the course. A short discourse serves as an introduction to the main portion of each session which is the think tank. Session 1 is on the global situation with the think tank focused on practical vision. Session 2 deals with the political dynamic, renewed engagement, and corporate action. The think tank deals specifically with the fundamental contradictions blocking the practical vision. Session 3 deals with the economic dynamic, recovered vocation, authentic integrity, and specifically concerns itself with tactical thinking methodology which is going on through all the think tank sessions. The think tank output has to do with creative proposals. Session 4 deals with the cultural dynamic, recreated values, genuine fulfillment, and human motivity. The think tank output is the tactical system necessary for the proposals written the previous session. The last session brings the comprehensive down to the particular or in terms of the course format brings the global down to the local situation. The think tank deals with developing timelines and implementaries relative to all that has gone before in the previous two days. In the end LENS participants have not only been exposed to, they have participated in and experienced some new possibilities in terms of effective management in a world of change.

## I. Introduction

The Global Conference Center's uniqueness is that it demonstrates the style of those who care for everyman. The guardians have played a crucial role in the creation of the Kemper building as the Global Conference Center of the movement. Guardians are now called to take responsibility for the creation of the sixth floor Special Conference Center. We recommend the following:

## II. Overall rationale for usage

1. The uses for the Special Conference Center have been delineated into three basic usage arenas. These are sleeping areas, seminar areas, and a conference and special function area.

The sleeping areas would be individual rooms of varying sizes designed to accommodate from 1 to 8 persons. The number of people assigned to each room would depend on the number of participants and guests present at any given time. The nominal capacity for the facility would be 112 people (and with no double deck bunks either). The rooms would be multi-purpose in design, allowing for areas of conversation, meditation and relaxation.

The seminar areas, also doubling as small dormitories, would provide facilities for simultaneous usage by several groups, or by one large group wishing to divide itself into several seminar or discussion groups (a group-to-unit flexibility). The furnishings for the seminar rooms would be easily removable and stowable in a conveniently adjacent storage area. These seminar rooms being multi-purpose in design, would also accommodate such functions as a library and reading room facility; a television and audio-visual (multi-media) lounge; a "high-fi" facility; places for study and small business conferences; a refreshment center; a place for small receptions; and informal entertainment areas.

The conference and special function area would be "flexible space." Flexible in that it could seat as many as 100 people for a single purpose, or it could be separated by sound-deadening dividers to be used by several groups simultaneously.

We anticipate larger groups (such as this Guardians Consult) would use the Guild Hall for its major group gathering and then divide into smaller groups throughout the conference center.

2. The usage calendar may be anticipated to encourage sufficient occupancy to make the conference center a viable economic reality. A listing of anticipated usages would include among others:

- 1) coordination with the Global Movement calendar
- 2) Regional, area and global Guardians meetings
- 3) Executive Lens Courses (at least two per year)
- 4) Outside usage for various Chicago area groups (by invitation by the Guardians)

SPECIAL CONFERENCE CENTER  
Movement Signs

Quarter II  
October 10-12, 1975

- 5) International Training Institute - ITT's (at least 2 per year)
- 6) Quarterly Community Reformulation Consults
- 7) Individual room usage by movement colleagues, families and friends of Order members (on a space available basis)
- 8) Movement sponsorship meetings, such as meetings of Town Meeting sponsors
- 9) Global, national, area and regional leadership training sessions
- 10) Global Demonstration Workshops;
- 11) Movement celebrations
- and 12) Scheduled discontinuity housing for some 100 order families each year.

3) The entire management of the Center will be in the hands of an elder couple. These facilitators will see to the scheduling, pricing, room assignments, preparation of rooms, meeting the needs of groups and individuals, coordinating with the building. The fees charged will be on a non-profit, expenses plus a percentage to repay the capital investment basis. The facilitators therefore will determine the kinds of services desired by the group, e.g. regular food or gourmet food, coffee, etc., typing, phone, printing, etc. and will set the fee accordingly. They will see that the rooms are prepared, attending to or overseeing the housekeeping details, room set-ups and appropriate decor. They will greet guests, take messages, prepare gourmet meals, serve meals (or recruit intra- or extra-mural servers on a reimburse basis). They will serve as sources for information about Chicago and the neighborhood and keep up a library with resource material about the movement and current events. They will see that the building accountant receives all pertinent bills and fees and will take care of billing individuals or groups using the facility.

### III. Criteria for space and design

#### 1. Floor Plan

The proposed floor plan as drawn by Sheldon Hill includes the construction of the sixth floor into a Special Conference Center which would be a basically self-contained living and conference center for 112 people, with cooking, eating, lounging, and living spaces provided for as well as conference facilities. The plan includes a large lecture hall with a capacity of 120 and 10 smaller seminar rooms with a capacity of approximately 20 each (these rooms will be able to be converted into dormitory space as needed). In addition the floor will have a small library-reading room with global periodicals and audio-visual equipment available. This may possibly be located in the existing smaller room adjoining the global guild suite. Other features include a refreshment center which could be used as a tavern, and meditation lounges for quiet conversation to accommodate 2-8 people as well as a TV-game lounge. Living space will include 18 rooms with double occupancy and 4 larger elaborately appointed guest rooms with their own bath. Additional space will be provided for seminar participants in dormitory fashion by using the smaller seminar rooms when needed. The proposed floor plan is displayed on the sixth floor in the demonstration room.

**SPECIAL CONFERENCE CENTER  
Movement Signs**

**2. Construction Quality**

Construction will be basically sheet-rock walls and fire-proofing based on city codes. Materials with a 10 year depreciation value should be used throughout. Showers and bathrooms are to be appropriately refurbished and will be built to also accommodate participants in wheelchairs.

**3. Furnishings and Decor**

The style of the global conference center will reflect the stance of the global movement, that is it will communicate intentionality by being furnished and decorated in a unique fashion that is functional and flexible and austere somewhat after the style of the Japanese SHIBUI. Four of the rooms will be very finely done to accommodate "Bishops and Presidents," and will each have its own bathroom. Each will have intentional decor and could accommodate up to four persons or be divided with a folding wall to provide space for up to two couples. 18 of the smaller rooms will accommodate two persons and each will be furnished with a day bed, two chairs, a night table, a desk, lamps, a closet, telephones jaxs. Room decor is to be individual aside from basic furnishings and will be based on the 6 uhrrs and the 54 areas. Two kinds of common decor will be used on the floor, permanent pieces and specialized temporary decor to suit the function of the floor for that particular seminar or group. Themes to be emphasized:

54 areas of the globe  
the age phases  
the guild  
social demonstrations (before and after)  
parish grids  
secular saints' photos

The overall effect of the Center is to be a tone of serious reflection and engagement with a style of sophistication and at-homeness; there should be no need to go out for entertainment.

**IV. Cost and methods of financing**

The Guardian Commission for funding sources to create a Special Conference Center on the sixth floor of the Kemper Building is to be further coordinated by Shell Hill and Team #3 of the 9th Guardian Council. This team has decided to work through the finance model necessary to bring about the successful completion of the project. Within a 90 day period the team will complete the plan for funding this project. The objective is to complete the renovations by July 4, 1976, with financing complete three months prior to this date. The funding sources considered thus far are:

- 1) 40 people each contributing \$3,000
- 2) room by room financing
- 3) condominium concept - Guardian ownership
- 4) in-kind materials, furnishing, decor labor
- 5) foundation grants for brick and mortar
- 6) global area "furnish a room" opportunity

Funding story to be developed by the commission will embody the dynamic function of the space.

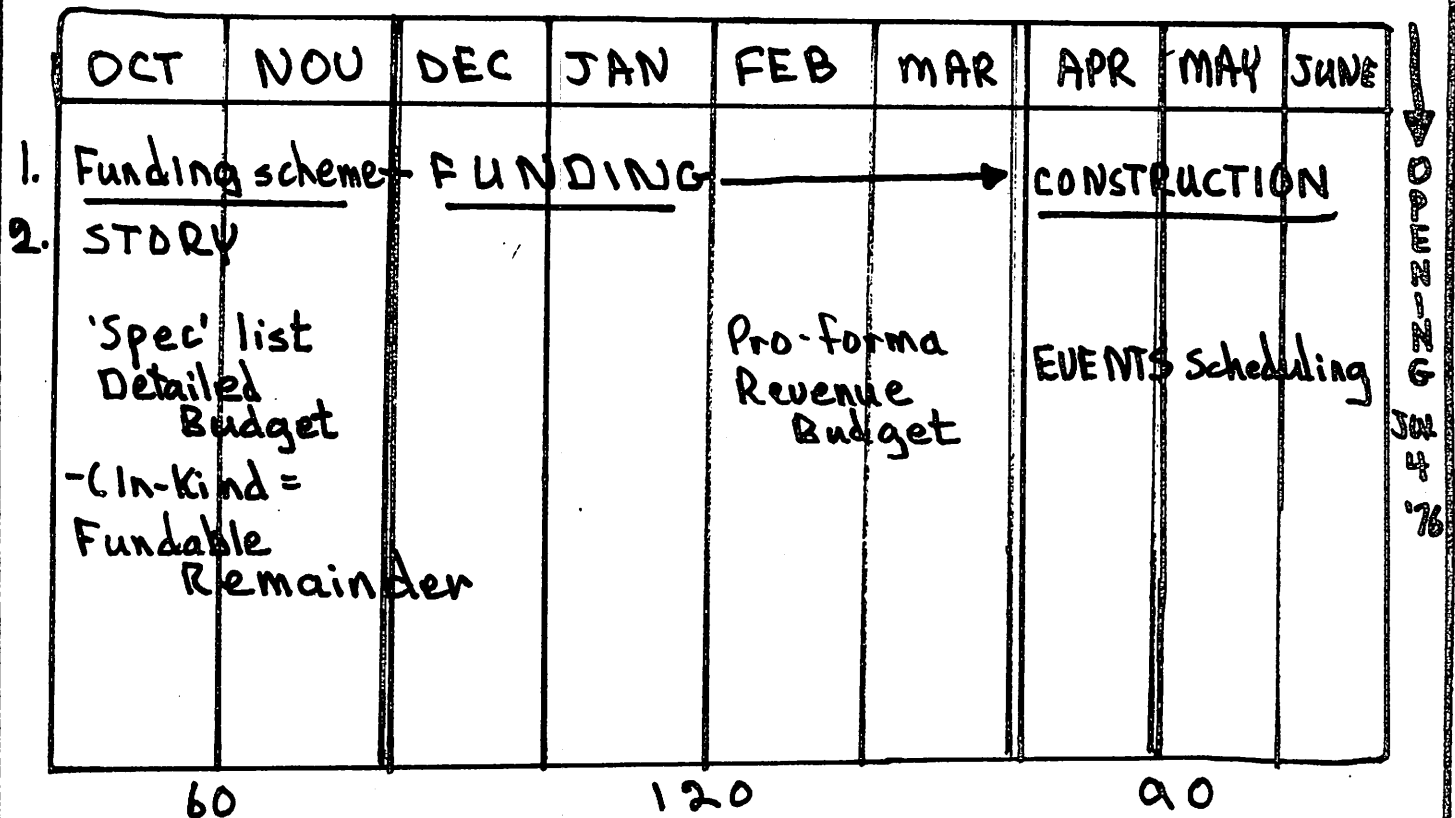


V. Tasks and Timelines

OPENING DATE: JULY 4 '76 { 6 months funding  
3 months construction

Funding possibilities

1. Condominium: Guardian ownership
2. Area responsibility
3. Room by room financing
4. In-kind materials
5. Guardian collateral re: bank loan and interest responsibility
6. 40 @ \$3,000  
80 @ \$1,500



CATALYTIC SPONSORSHIP - TEAM #4

Introduction

Although there is overlap, Team 4 discerned four basic issues. The action recommended to deal with each issue is stated briefly below. Details of a 10-point plan, including a suggested time-line, are on the attached chart.

Issue No. 1: PRE-APPROACH TACTICS

To eliminate "cold calling" and to minimize the variance in skills of callers, we see the need of developing "softening up" techniques or pre-approach methods geared to getting acceptance of TM from communities or towns in advance.

Recommended Action: Targeted mailing, publicity through networks, personal referrals, TM as demonstration. The experience of the past months in relation to visitation has indicated that various techniques can be used to announce to prospective authorization figures and prospective sponsors the intent and vision of Town Meeting or Community Forum Canada. The intent of these techniques is to "soften" the prospective community and eliminate the "cold" calling ineffectiveness.

Issue No. 2: ESTABLISHING LOCAL CONFIDENCE AND RAPPORT

The global scope of GCF means that the demonstration project is at different stages of development across the globe. Whether or not top level advocacy has been established or whether secular networks have not been permeated, one issue which will have to be dealt with in every situation is how to establish a local rapport of confidence on initial local visits. This has to do with sharing their vision of concern through making available to them the tools and methods whereby their creativity will be unleashed to bring their concerns to forms.

Recommended Action: The global scope of Community Forum means that the demonstration project is at different stages of development around the world. However, there are at least five basic steps in preparing and implementing initial visits, out of recent experience, which will be generally useful. (List attached.)

Issue No. 3: WEBBING AND FRAMING URBAN CENTER

How do you discern the authentic geographically based communities within an urban complex and how do you reach key leadership within them.

Recommended Action: The key to strategic catalyzation of local leadership across an urban area is building an adequate grid of local communities within the total area. Exurban and suburban define themselves by their boundaries. The opposite is the case in an urban area: communities define their "community" by their nodes or gathering places. It requires practical research involving the following steps:

- 1) Find Geo-Socio Grid that transcends Pol., econ., and cult. demarcations. Research historical development.
- 2) Plot the existing Pol., Cult., Econ. network grids onto the above grid (eg. ward boundaries) Use directories.
- 3) List the key people in each of the networks in the neighborhoods by using directories (eg Kiwanis membership lists)
- 4) Select five key leaders on list and visit them. Put together a prospective steering committee hosted by 2-3 of the first contacts.

Issue No. 4: BROAD SPONSORSHIP PARTICIPATION

To ensure an authentic representation of the community, and to obtain more diverse sources of funding, a steering committee comprised of a broad base of sponsors knowledgeable with the workings of the community.

cont. p. 3/4

### THE SOFTENING-UP PROCESS

One technique is targeted mailing. The insight coming from the recent past is that quantity is not the issue but the carefully defined group within the community, which should have exposure to TM.

Another aspect of this softening process is the utilization of existing networks: Service clubs, political organizations, ala Association of Town Mayors, League of Women Voters, etc., denominations, all have existing networks into which information and promotional material can be fed. Several methods are available; mailing using an organization's mailing list, article in organizations' newsletters or speaking engagements at district or regional gathering. Every person who has had TM/CFC material pass before him/her prior to your visit is one step closer to being a sponsor than one who is totally uninformed.

Utilize the community's social structures (e.g., cocktail party, pot luck) to create a promotional event. Invite a few ICA staff (2-5) and a few local citizens from another town that has had its own TM '76. Use individual and small group conversations, TM '76 decor, and an informal display table of literature to inform and catalyze interest.

As a way of breaking open an entire metropolitan area, a breakfast publicizing and telling the Town Meeting story could be held for 200-400 people, including political, economic, and cultural leaders, bicentennial chairmen, service club officers, and media representatives. A key political leader (Senator, etc.) might serve as the "drawing card" while at the same time providing necessary authorization. The breakfast would be a massive effort to introduce the TM idea to a broad base of the community leadership, with productive follow-up anticipated. A civic club business organization would be the sponsoring group.

Every Town Meeting needs to be considered a demonstration project. At least six potential Town Meeting leaders should be in attendance as observers at each Town Meeting.

The attached chart with the 10-point plan presents the strategy for securing the broadest possible list of responsible sponsor organizations. Either an 8-week or a 13-week time-line may be selected at the option of local leaders.

#### THE CATALYTIC POSTURE

Throughout all of the sponsorship development activities discussed above, the posture of the key organizer must be catalytic. This means challenging the local leaders to accept primary responsibility. At times it may even be necessary for the catalytic organizer to let the local leaders make minor mistakes, to facilitate their learning by experience. Of course, serious errors and omissions must be brought to the attention of leaders in time to prevent catastrophe.

(Issue No. 2, Recommended Action, Continued from page one)

- 1) Gather as many data sources as possible on the community (business directories, phone books, personal contact files, etc.) and fill in the "community webbing chart" from the Town Meeting Sponsorship Guide.
- 2) On arrival for initial contacts, reflect on geographic and social impressions of the community and brood on the webbing chart prior to the visits. (You're after an emerging "feel" of the community which will enable you to authentically relate to those encountered.)
- 3) In the visits the story of the TM/CFC and ICA needs to be laid out simply and clearly. Answer questions directly and encourage discussion of the contacts concerns for the community. (Asking about depth human issues locally will exemplify serious concern for his community. You are not the expert on that.)
- 4) After getting his nod of interest talk about who else needs to be seen mentally filling in gaps in your community webbing chart.
- 5) Ask for personal reference or joint visits where possible.

**SPONSOR'S JOURNEY  
INITIAL TIMELINE - REVISED**

**TEAM #4  
9th Guardian Consult**

**OCTOBER 11, 1975**

OCTOBER 11, 1975

FOCUS	I	II				III							
EVENT	One Day Visit	Identify Coordinator		Steering Committee		Sponsor Committee		Weekly Meetings			Final	Phone	One-Day Town Meeting
		Follow-Up Letter	Follow-Up Phone	6-8 Reps. Meet	F/U Calls	Formation Meeting	Task Forces Begin	Phone Check	Phone Check	Phone Check	Check Visit	Check Details	
WEEKS	1	2	3	4	5	6	7	8	9	10	11	12	13
	1	2		3		4		5			6	7	8
STEP	INITIATION			FORMATION				IMPLEMENTATION					
HANDOUT	TM Promotional Materials and Show Work Notebook			Sponsor Task Brief 1 page - 12 pts.		Sponsor Committee Guide and local promotion kit		Create local promotional material					

**10-POINT PLAN FOR CATALYTIC SPONSORSHIP**

- I One day visit and identify coordinator by ICA consultants
  - A. Find 2 or 3 key people who want the Town Meeting
  - B. Secure their recommendations of 6-8 additional workers to meet for an orientation/planning session.
- II Steering Committee meeting to confirm sponsorship
  - C. One or two ICA staff do presentation for initial steering committee.
  - D. Break down task into digestible parts by presenting one-page list of 12 tasks.
  - E. Brainstorm for comprehensive list of potential co-sponsors to form Sponsor Committee.
  - F. Confirm financial support/introduce local promotion kit.
- III Sponsor Committee meeting to create task forces (Steering Committee goes out of being)
  - G. Identify potential blocks to success
  - H. Develop speakers bureau to be available to sponsor committees where needed.
  - I. Organize task forces/set goals for attendance.
  - J. Final visit from ICA consultant with Sponsor Committee to finalize preparations.

**CONTEXT** Due to the urgency of printing workbooks for future Town Meetings, we are seeking information that may lead to inkind (free of cost) paper and printing. Please fill out this questionnaire during the Area Meeting. We will be in further contact with you to strategize with you about your suggestions.

**YOUR NAME:**

1. What firm does your business contract with for large amounts of paper or printing?

2. Which printing firm/paper company contracts with your church, synagogue, service club, recreation club etc.?

3. Do you know a printer, or someone in the paper industry in your club, family, congregation or who attends meetings or committees you are part of? (If so, please name)

4. What paper mills or printing companies are located in your community or city?

5. What influential person, (Mayor, etc) in your town attended a Town Meeting and might be able to help arrange inkind printing or paper?

6. What town in your area is having a Town Meeting soon, that also has a prestigious printing firm or paper company in that town?

7. ON THE NEXT PAGES-----PLEASE CHECK ANY OF THE FOLLOWING PERSONS COMPANIES FOR WHICH YOU HAVE OR CAN CREATE AN ENTREE FOR TOWN MEETING INKIND.



Team 5---DATA ACCESS

1. The interim data flow system utilizes present manual/technical resources including on line data access. four categories of information are generated: statistical, administrative, planning and content. Statistical, administrative and planning data will be submitted on standard forms which can be used later in the permanent long range system. TM content will be submitted in notebook form to be classified in accordance with an experimental model to be developed from the data collected in demonstration town meetings. Data is stored and correlated and retrieved on user demand and in recurring reports as desired. (A graphic of the flow system is attached.)

In order to develop a data management system for long range use, we propose creation of a project team to do a comprehensive analysis of information needs relative to town meeting analysis, administrative requirements and to recommend basic system design specifications. This team would be composed of guardians who would act as consultants to ICA and all work would be completed by December 1975.

2. A battleplan for requesting in-kind gift of computer time and equipment would consist of the following tactics:

A. Going to firms using computers where we have high level contacts.

B. Going armed with the following "ammunition";

Basic Town Meeting funding pitch

System ~~layout~~ layout design

Shopping list of needed equipment

Town Meeting stories

EX

Mentioning our contradictions---We've been gathering data on Town Meetings and they are snow-balling. We'll do Town Meetings anyhow, but we have had requests for data on meetings.

3. Recommendations for screening workshop output, content, excluding symbols workshop.

A. Three content areas should be retrievable: (listed in priority.)

1. The key phrases that paraphrase the portion of the final statements of proposals following "we propose." for every town meeting.

2. The title and the key phrases that paraphrase the final statements of challenges for every town meeting.

3. The key phrases that paraphrase the first portion of the final statements of proposals from "In order that" to "we propose."

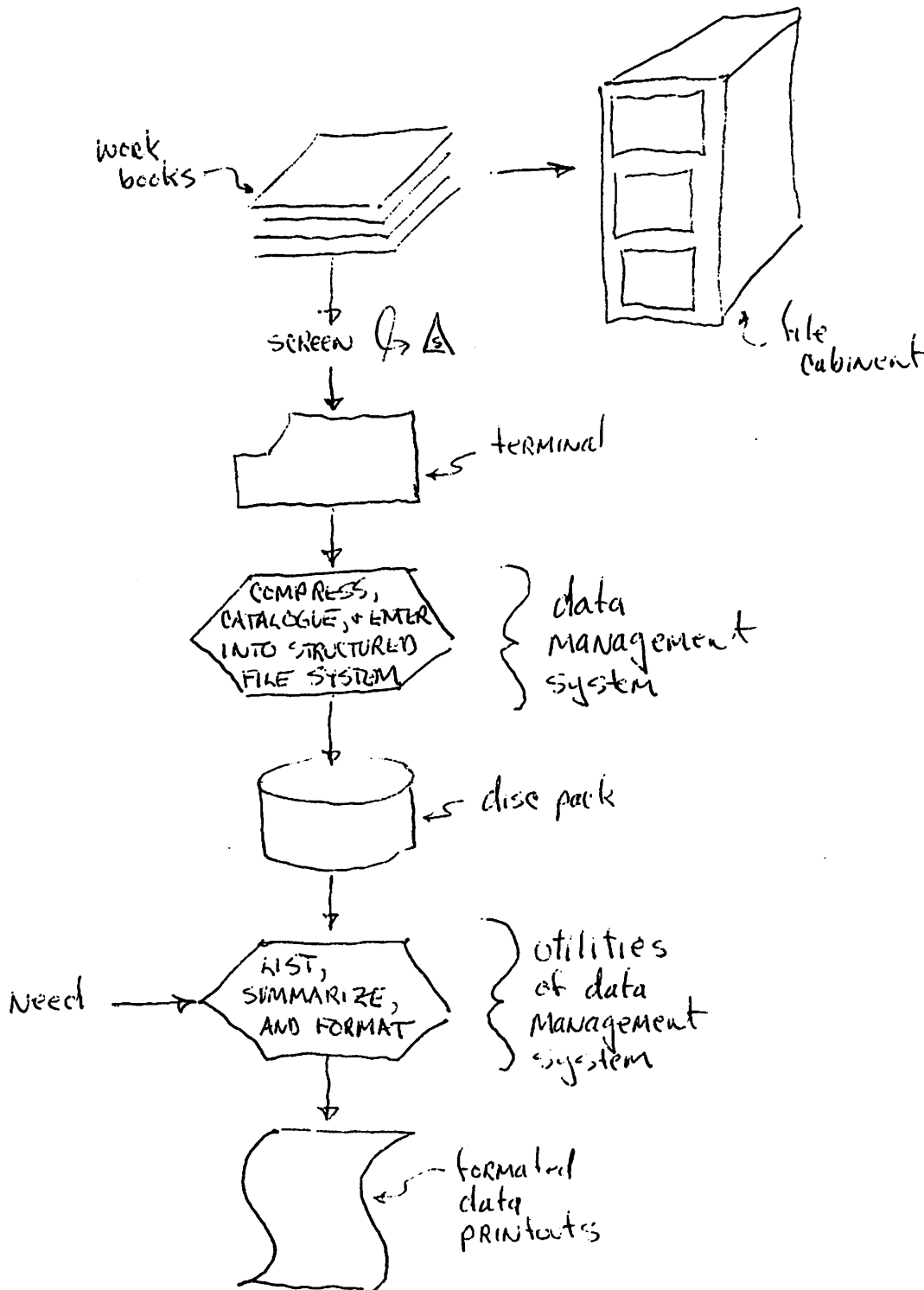
4. Content of the first brain storm on issues for systematic

Task Group 5, DATA ACCESS  
page two

sample of Town Meeting (e.g. a random 10% of the  
Town Meetings in Each Quarter.

- B. Brainstorm data should be retrievable by key words.  
(e.g. ser can submit up to ten words for the scanning  
of the file.)
- C. Challenges should be retrievable by:
  - Key words applied to Challenge title
  - key words applied to Challenge paraphrased contents
  - social process code assigned by Challenge content  
by trained coders.
- D. Proposals should be retrievable by:
  - key words in paraphrased content between "in order  
that" and "we propose."
  - key words in paraphrased content following "We propose."
  - classification of proposal at third level of social  
process triangle by trained coders, where several  
codes are assigned.
  - classification by type of social structures most  
likely to be impacted by proposal implementation  
by trained coders.

# INTERM DATA FLOW



GLOBAL COMMUNITY FORUM PROGRAM TASK FORCE

QUALITY FINESSE

TEAM 6

page ]

ISSUES RELATIVE TO THE QUALITY AND FINESSE OF  
COMMUNITY FORUMS

QUALITY ISSUES:

1. Careful Preparation entails involving enough people in advance with periodic accountability by ICA to check all details; Friday night all details are checked again.
2. Building collegiality entails providing space, time and events for the steering committee, task forces, workshop leaders and ICA staff to focus the whole task Friday night and to celebrate its completion Saturday night.
3. A crucial issue in maintaining and improving the quality of the Town Meeting is the pacing of the day which involves honoring the time line, moving people into their workshops after talks and then quickly into their sub-groups.
4. A key quality to Town Meeting is adequate contexting for the content of the day (through publicity and M.C's, the method rationale, and the songs (proper pitching).
5. Local Spirit bursts happen in the midst of Town Meetings when local uniqueness is highlighted through humor, spontaneity, change of pace, surprise or whatever releases local creativity.

STYLE ISSUES:

1. The empowering of local visibility happens in the midst of the local seeing the cruciality of their being in charge and their manifesting the style of enabling the whole day to come off as a happening.
2. A crucial issue in setting the style of Town Meeting is to establish and maintain a tension between an atmosphere of fun while using a particular set of methods to accomplish a goal.
3. A key style in Town Meeting is to elicit participation through honoring all local wisdom, utilizing consensus and brainstorm methods, and encouraging sponsor people to take a trainee role.
4. The ICA style of detached affirmation allows the local people to pull off the day and see it as the gift it is.
5. How do we project clear images of the set-up, the preparation and the implementation of the Town Meeting day so that each task is seen in the framework of the whole happening?

GLOBAL COMMUNITY FORUM PROGRAM TASK FORCE

QUALITY FINESSE TEAM 6

page 2

TEN-POINT PLAN FOR THE QUALITY AND FINESSE  
OF THE COMMUNITY FORUM

1. An ICA consultant will conduct quarterly training sessions in each metro for each TM role (orchestrator, consultant, workshop leader, and task force enabler).
2. Community Forum consultants will develop and conduct in depth training sessions in regional ICA offices, continental guardian meetings and local circuit programs in order for guardians to become orchestrators, consultants and workshop leaders.
3. Community Forum consultants will devise training constructs for local workshop leaders by encouraging:
  - a. participation in another community's town meeting;
  - b. attendance at an advanced workshop training session; and
  - c. participation in the Friday night coordination meeting.
4. The Metro Cadres of each region will seek out people already trained in workshop methodology or those interested in being so trained.
5. Schedule post-TM day evaluations of the leadership roles.
6. Names of orchestrators will be referred to centrum, while names of consultants, and workshop leaders will be maintained in regional/metro files.
7. Each region is to assign a guardian consultant to each town meeting steering committee.
8. Each region is to remind the guardian ICA consultant to go over the 30-point check list with the steering committee two weeks prior to TM day and again on the night before the event.
9. Hold the Friday night session on over-all dynamics, practices, and workshops with as many people as possible, beginning with a meal and concluding Saturday evening with an informal celebration event which includes a reflective conversation.
10. Encourage a broad based community sponsorship in each TM which actively participates in the task forces preferably:
  - a. each organization contributing a specified amount of money
  - b. assigning people to the steering committee
  - c. guaranteeing a certain number to be present at the TM
  - d. sending set-up people to help on Friday night.

### SIGNIFICANCE OF COMMUNITY FORUM CANADA

CFC, stands as a signal in the midst of the diversity of Canada. It is a forum for all communities to recover their own uniqueness with respect to themselves, their province, their nation and the social reality of North America and the globe.

Canada is now faced with the reality of hundreds of forgotten communities. In the movement to the cities, Ponoka, Alberta and its citizens no longer find themselves "on the map." The frontiers of the north are inhabited by artificial communities such as Uranium City where its citizens tend to view themselves as folk "not able to make it" in the urban centers to the south. And in those urban centers, a high rise community at Stephanie Street in Toronto's downtown or the 30,000 residents of the now 5-year-old yet unincorporated area known as Sackville N.S. are representative of a growing number of unacknowledged communities. Nevertheless these are human settlements, and basic to their future is the recovery of the human factor in their development.

Even communities with a strong identity find in the CFC a way to recover a sense of neighborhood. The creation of a practical vision incorporates the diverse interests of individuals and groups become a new social contract. A city like Sarnia, Ontario feels the absence of commonly defined future to which a highly transient population can be related. An urban neighborhood like Riviere des Prairies can celebrate 300 years of existence by claiming a future together. In North Winnipeg, European and Aboriginal descendants struggle to create their common destiny. In Calgary a member of the legislature realizes that CFC is not simply another public meeting but the reforming of a body political.

Building CFC is the process of honoring the waves to pull sponsorship together. Anglophone Canada (particularly in Ontario and the Maritimes) is searching for ways to bridge the gap with Francophone Canada, keeping Canada as a nation. In Francophone Canada, a wave of enthusiasm for autonomy to preserve the French culture is appealed to in 1.) local leadership leading the day, 2.) CFC being a vehicle for local involvement in new Quebec. The third wave found across North America is people seeking ways to renew and rebuild their local neighborhood, a factor found in Ottawa West and Stephanie Community Forum. CFC honors the dynamic of the cooperative movement, still strong in Canada after forty years. CFC builds on a growing awareness of Habitat, UN Conference on Human Settlement, to be held in Vancouver, June 1976. It also builds on Canada's image itself as a member of the global village, a phrase coined by Canadian Marshall McLuhan. CFC, then, is marketed by appealing to a combination of these waves.

There already exists across Canada an invisible college of those who care--local men who very often languish in forgotten communities, burdened with a restless longing to experience themselves accountable to history. CFC is a project which reaches local man. It finds a small town mayor, or a city official, looking for effective methods of local consultation or any citizen, concerned to have the gifts of his fellow Canadians harnessed for the future. The catalytic event, the happening of the day, gives him a new sense of hope for the future. At the same time he sees others who also care, and may recognize in the movement a web of new colleagues with whom he can engage practically in such tasks as sponsorship, promotion, and leadership. The CFC provides a structure to engage local man in his global context. The reception of CFC witnesses to this being the catalytic moment. With CFC and TM '76 tested and refined in two nations, the structure of a contentless event has been birthed to release man to his global citizenship.



SPONSORSHIP JOURNEY  
PROGRAMME FINESSE

Programme Finesse: Set up

The "set up" happening is occasioned by a veneer of businesslike conduct backed by enthusiasm to serve that particular group of sponsors and deliver them into the fun and hard work of catalyzing a new set of community relationships.

1. Give a clear discription and assignment of responsibilities.
2. Catalyze the sponsoring bodies resolve to bring off the CFC.
3. Be the style of business-like intentionality and forthrightness.
4. Create the Forum climate all through the set up process by reflective and symbolic tools.

Orchestration:

Orchestration of the day is the critical point at which transparent style and finesse will either illicit a spirit happening or simply another meeting. The following are guidelines for orchestration of the day:

1. Successful orchestration depends on careful planning of the Friday night tasks so that details come off smoothly on the day, difficulties are discovered or prevented and people are free to participate fully in the event. In practice this includes knowing how the whole space will function (including the production area), testing the production equipment, preparing the guild sheets and having them ready in the guild rooms, and doing enough of the kitchen pre-paration so that lunch is quickly prepared and served.
2. The constant demands of the day require a style of alert nonchalance which keeps the schedule tight enough that the time of participants and ~~entertainer~~ is honored yet allows for flexibility throughout the day. In bi-lingual forums the switchback method which utilizes the two languages but does not repeat material insures that both languages are equally respected. The style of the talks is designed to enable the day by setting the context for the workshops rather than being evangelistic, preachy exhortations.
3. Anticipate every possible and conceivable glitch that might appear. An active, alert looking and listening will disallow goofs in any form. Things such as being sure of a fool-proof way to get materials through customs, a method for handling reporters and news coverage, being sure the hall will be open at the appropriate time, knowing where the fuse box is in case of a power failure. Anticipate the worst and prepare for it quietly and optimistically.

Leadership Training:

Leadership training is a continuous process, from the first encounter to the close of the community forum. Paramount is a confidence in the methodology, as evidenced by a willingness to use the methods in a variety of ways throughout the training process. It is the dynamic of the process rather than following a step by step structure that is key. It is important for the leader to honor the wisdom of the community and be willing to share his own insights openly and freely. There should be special training that takes into consideration the unique requirements of each role, whether M.C. or food service while honoring local customs and expertise. A trained workshop leader has the confidence to press beneath the surface issues to depth challenges, to look for the breakthroughs.

### CFC AUTHORIZATION STRATEGIES

#### I. PUBLIC RELATIONS PROGRAM

A public relations program can spread the word about CFC, informing groups of the existence of the project and preparing the ground for their eventually becoming sponsors. A press release should be issued following each forum. National and organization magazines to which sponsors relate can be invited to publish a feature article.

#### II. REPLICATION PHASE PROPOSAL

Write up the Habitat Brief as a report of initial findings of the CFC to be refined and substantiated by participation in the replication phase. Include: challenges trends, proposal trends, clippings, pictures, statistical data, comments, sponsors' testimonies. Include a cover letter indicating uses groups have found for CFC and a request card.

#### III. NON-ICA CATALYSIS OF CFC

To extend the role of non-ICA catalyzers, we suggest: sponsorship model to include starting another CFC, writing up profiles of typical key figures who have done CFC's, develop pitches showing CFC's benefits for economic and political sectors, service clubs or other community organizations, asking key contacts to locate sponsors.

#### IV. EFFECTIVE CATALYTIC CALLING

In order to use existing authorization to catalyze CFC, a screen is needed which will allow the movement to web the socio/economic structures of each Province for effective use of key contacts. Calling is most effective when done with an advocate who has experienced a CFC and at the same time the team has been "sent" by someone whose name has power.

#### V. CIRCUITING AS AVALANCHE CATALYSIS

For most effective use of circuiting we propose:

a) Costs: circuit costs need to be controlled by rational scheduling with budgeting as one value; also financing for the global funds should be sought from communities and government.

b) Data system: as sponsors are visited, data about each call needs to be recorded and on file, with a visible warboard for each city.

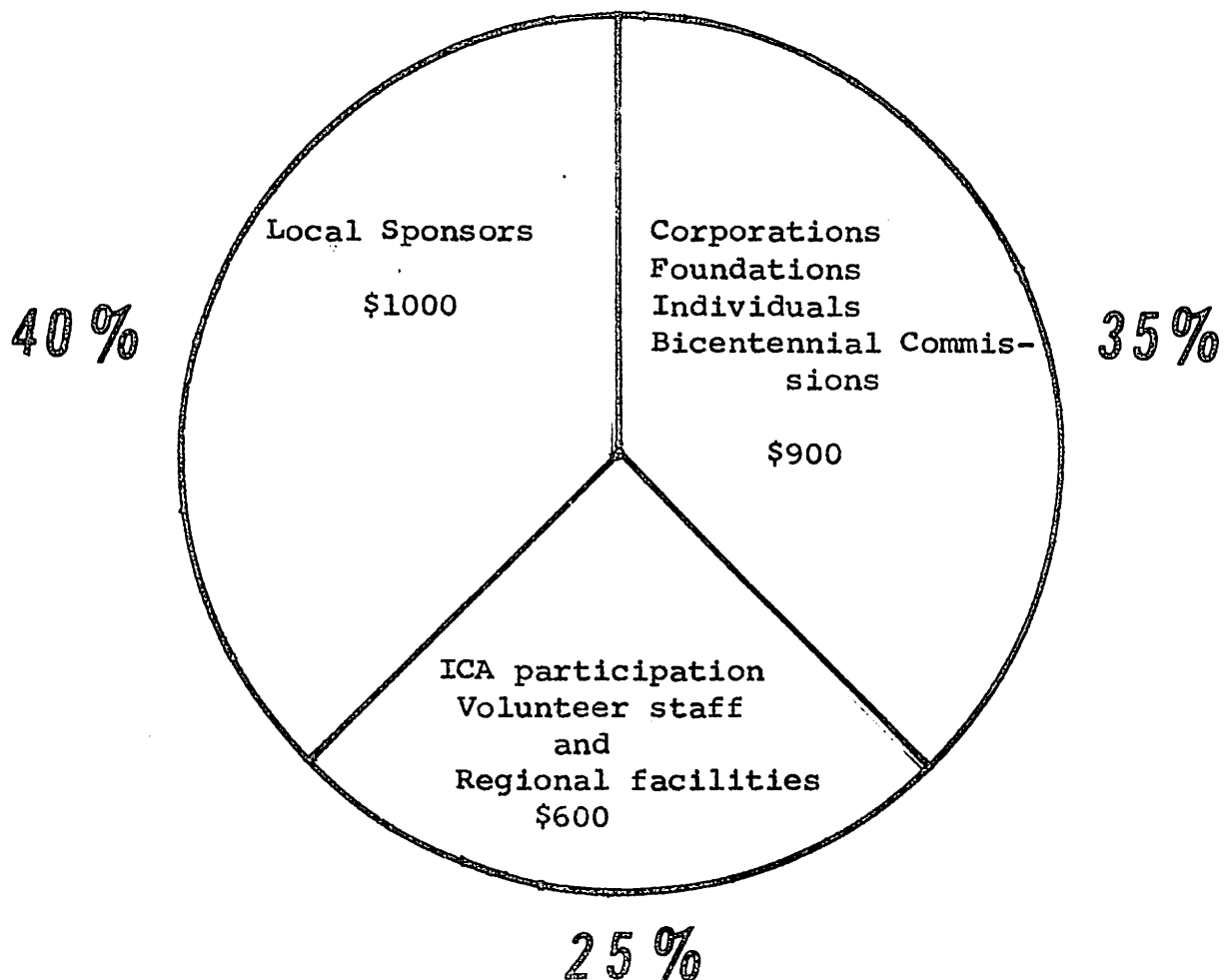
c) Follow-up: An effective follow-up model includes scheduling visits in accordance with the circuits and also tactics are needed to reduce the number of follow-up visits for each sponsor and keep them within the circuit schedules.

WORKING COPY

The Town Meeting budget is an example of local-national cooperation in the Celebration of the Bicentennial. As a Horizons Project of the Bicentennial Commission, it is a national project which is partially subsidized by national foundations and corporate funding. It is also a local community project, and therefore is partially funded by the local community as well as local and regional Bicentennial Commissions.

The budget and its graphic counterpart are the operating guidelines for funding the Town Meeting. It spells out all the categories of expenses and possible sources of income. The total cost of a single Town Meeting (prorated on the cost of funding 1,000 Town Meetings) is \$2,500.

TOTAL TOWN MEETING COST - \$2500



NATIONAL AND REGIONAL FUNDING

WORKING PAPER

ESTIMATED BUDGET FOR 1000 TOWN MEETINGS

I. Town Meeting Actualization		\$600,000
A. Leadership travel	\$400,000	
B. Program Materials	200,000	
II. Town Meeting Administration		\$911,320
A. Regional	\$548,320	
1. Promotion	\$230,000	
a. Travel	\$147,200	
b. Printing	69,000	
c. Mailing	13,800	
2. Coordination	\$165,600	
a. Equipment	\$ 41,400	
b. Supplies	13,800	
c. Telephone	110,400	
3. Training	\$152,720	
a. Travel	\$147,200	
b. Materials	5,520	
B. National	\$363,000	
1. Promotion	\$162,000	
a. Travel	\$100,000	
b. Printing	50,000	
c. Mailing	12,000	
2. Coordination	\$101,000	
a. Equipment	\$ 24,000	
b. Supplies	2,000	
c. Communications	25,000	
d. Facility	50,000	
3. Research	\$100,000	
a. Research amortization		
		\$60,000
b. Data management	15,000	
c. Publications	5,000	
d. Conferences	20,000	

TOTAL TOWN MEETING EXPENSES

\$1,511,320

WORKING PAPER

PROJECTED INCOME FOR 1000 TOWN MEETINGS

I. Town Meeting Actualization fee		\$600,000
\$600 per meeting		
II. Town Meeting Administration Funding		900,000
A. Bicentennial		\$200,000
1. State Commission	\$100,000	
2. Others	100,000	
B. Donors		\$700,000
1. Individuals	\$100,000	
2. Corporations	100,000	
3. Foundations	300,000	
TOTAL TOWN MEETING INCOME		<hr/> \$1,500,000

Team 8

NATIONAL AND REGIONAL FUNDING

WORKING PAPER

NOTE:

The large portion of the operations of the Institute of Cultural Affairs rests upon a support base of grassroots contributions and the voluntary commitment of time and talent from men and women across the United States. The following is an estimate of this support as directly related to the Town Meeting '76 program, and, therefore, not included in the above budget.

PERSONNEL:

8 National field staff	
\$1000 per mos. (100% time) x 12 months	\$96,000
5 National field staff	
\$1000 per mos. (50%time) x 12 months	30,000
114 Regional faculty and staff	
\$1000 per mos. (75% time) x 12 months	36,000
192 Regional faculty and staff	
\$1000 per mos. (50% time) x 12 months	102,600
200 Business and professional consultants	176,000
\$10/hr. x 88 hr.	
Space - 46 offices @ \$360	16,560
	<hr/>
	\$572,360

4/4

MODEL PROPOSALS - TEAM #9

C O N T E N T S

I. Multinational Business Corporations

II. Locals of Labor Unions

III. Church Denominations

IV. Sample "Hook" Paragraphs for:

A. Xerox Corporation

B. U.C.L.A. or Harper Community College

C. Various Family Foundations

V. Six Lead Paragraphs for any Proposal

VI. Proposal Components for Specific Prospects



MODEL PROPOSALS - TEAM #9

I. THE MULTINATIONAL BUSINESS FIRM PROPOSAL

The American Revolution started as a movement to give the quality of life new possibility in a limited part of the world. Since that event, the symbol of local man's taking responsibility for his own destiny has taken root around the world. The seed has been, for the most part, borne by an ever-growing economic interrelatedness of nation's.

Local man has chosen to share in social decisions or to disrupt that society which refuses him a voice. Third and Fourth World nations have chosen to utilize western technology in local community development or to disrupt that technology which refuses to cooperate with that development.

Global Community Forum is a program of local citizenry engagement in local community development available in 23 countries. The corporation which sponsors this program will have its ear tuned to the real needs of local man around the world, and will participate in creating that that dynamic, but stable, society in which business can thrive.

The atmosphere of the world's economy is of utmost concern to a multinational corporation. It knows that a comprehensive outlook is crucial in the analysis of every serious business issue. It also knows that an understanding of the public's viewpoint is a crucial step in this process. The public, on the other hand, has a similar concern for the world's economy. The difficulty in measuring the mood of the public is the lack of a method to articulate those concerns.

Many major firms recognize that public understanding of the nature of business and its mission is inadequate. Education of the public appears to be a real challenge to these firms. The Community Forum permits the public to educate itself. The task of stating proposals which address the challenges to the economic future of their communities and their nation makes Forum participants aware of the social complexity in which business operates. While their vision may not be clear, their consensus indicates how they really feel about the power of large firms to assist in building the future of the nation and the world.

We offer your firm the opportunity to help promote the Community Forum program through a grant to the Institute of Cultural Affairs.

MODEL PROPOSALS - Team #9

II. LOCALS OF LABOR UNIONS

The well-being and future of the XYZ Union and its members is ultimately interwoven with Anytown's. All of the city's citizens (including your members) are seeking a new, brighter picture of their future. The city and the union have a responsibility and opportunity to join together in molding that future.

TOWN MEETING '76 (TM '76) provides the practical forum for (1) enabling your members to forge a better quality of life by directly participating in its creation, and (2) enabling other citizens to better appreciate the aspirations and needs of your members. This occurs through TM '76 as members learn to effectively and fully engage in their community decision-making structures, thereby allowing them to experience greater satisfaction with their lives. TM '76 allows union members to see they can make decisions about local issues, including increased involvement in union functions, enhancing the union's ability to prevent exploitation and avoid indifference. TM '76 also provides invaluable feedback to you, as union leadership, concerning the wants and needs of your membership and their neighbors, providing data for future planning. The proposals from Town Meetings can alert leadership and motivate membership!

Finally, and perhaps most importantly in view of the basic principle of the labor movement (the right to take appropriate job actions), 5,000 Town Meetings across the continent will encourage empathetic involvement of a broad constituency throughout the land. Should local XYZ be confronted with the necessity to protest given injustices, that constituency's opinion-power in Anytown will be more understanding and supportive. The frequent skepticism about the care and responsibility of local XYZ #007 for the community can be significantly reversed by its known support of TOWN MEETING '76.

We therefore request \$ \_\_\_\_\_ from the membership (executive board on behalf of the membership) to support \_\_\_\_\_.

MODEL PROPOSALS - Team #9

III. CHURCH DENOMINATIONS

Is community alive across our nation and the globe today? Has man lost the human dynamic in the midst of an urban technology that increasingly leads him further from his own identity and his identity to the community around him? These questions are alive today in our society, and the institutions we all have looked to in the past are no longer providing us with the answers or models we need to give meaning to our lives.

The spirit issue we are confronting involves our inability to give form to the Christian principles of Faith, Hope, and Love which has held the Church as the focal point of our society for generations. This shift has been a gradual process. In the recent past we have been able to look to the political and social units to fill the void. The collapse of the 70's has left us in the void again.

Town Meeting offers an opportunity for the church to participate in shaping the future of local communities, our nation and the world by demonstrating the 21st century style of the servant of all mankind.

Consistent with the call of the church to enable care for our society, the Town Meeting allows people to identify their concerns for the world and then look to themselves as the ones who will respond to the challenges they have named.

The structure of the Town Meeting invites participation in life itself by providing the channel for a community to act upon that which it senses to be its needs.

The Church as a collective body as well as its members individually must continually address itself to the question of what it means to be significantly engaged in creating a better society.

#### IV. SAMPLE "HOOK" PARAGRAPHS FOR:

##### A. Xerox Corporation

The challenge of the 70's for the Xerox Corporation is not one simply limited to the pains of inflation, declining markets and increased competition. It is on the other side of these explicit dynamics the the real challenge can only be seen as what it means to be the "new corporation" that is to say that to be responsible demands an address to the political and cultural roles that Xerox sees itself engaged in. The new models demanded are ones which draw the greatness from the corporate body and are models which allows both employees and community to see their relationship to the world, their community and to Xerox. Productivity in society and community promote the welfare of many and the vehicle we offer is Town Meeting.

Xerox will participate in Town Meeting '76 knowing that this will further the goals of the corporation. As a business which understands that a society making its own decision for itself is the only one in which free enterprise can prosper.

Xerox is pioneer in realizing a man's life is mor than job and family. When it's job and family, neither are sustained. You have invested a program that gives a year to engage society. Town Meeting is a program that in one day allows a community of people to creatively engate the social process thereby giving focus to numbers of jobs and families and society itself.

These are times of incredible opportunity and possibility. Xerox is synonymous with innovation, the future and service, so is the Institute of Cultural Affairs. How can thes qualities be share with our whole society? The bicentennial celebration offers a way ... Town Meetings across this continent, and finally around the the world is the opportunity for men and women to respond affifatively to the times and the future and for Xerox to be a part of that affirmation.

Tell Xerox, as the corporation who cares about the apathy, lack of hope, despair and lack of authentic participation of people who really care, that you have a proposal which deals with the these issues. Spin on what needs to happen to people to reverse the above trends and that Town Meeting accomplishes this goal.

In order to perform the fundamental community service of enabling local citizens to participate in planning their future, we propose that Xerox be 1 of 50 major companies which sponsors 5000 town meetings which will be conducted across the U.S.A. from July 1975 to July 1977.

Town Meeting draws out the participant's own statements of the challenges to the nation as they experience them locally. Then the participants design their own proposals to address these challenges. They design their own map of the future of the world, their nation, and their community. Business may show up as an issue, or as an element of a proposal, or as both.

MODEL PROPOSALS - Team #9

A. XEROX CORPORATION - cont.

This project lend itself to the concerns of the Xerox Xorporation for its service to mankind as manifest in its advertising, sponsorship of culturally necessary and excellently produced T.V. programs, and in its well known personnel policies. The Xerox Corporation's concern for the quality of life on the planet will be expanded through the 5000 Town Meetings and the name of Xerox will be further enhanced by its aid in making the project possible. In addition the actual use of Xerox equipment in each Town Meeting has, we believe, ultimat sales value.

By becoming a "national sponsor" of Town Meeting, Xerox will be seen as a leader and pioneer in giving employees and their communities the chance to celebrate the Bicentennial in an authentictn and innovative way which will result in involved citizens and revitalized communities.

American citizens have been entertained and spoken for by our nation's political and economic system to the point that they are ready to speak back. Our nation's leadership has struggled to articulate the mood of the populace relative to the major social issues of our time. What is neede now is an organized way to gather the untapped potential of the people's feedback to its leaders efforts. The role of business is to link the local and national effor to fund such an effort, called Town Meeting '76.

In the same way you have served the world by your duplication of the written word, we are offering Xerox the opportunity to participate in the replication of the upsurge in human spirit that happens in Town Meeting '76.

Where is it that mankind has been? Where is it htat manking is going? The sensitive and responsive organizations and individuals in this world have always pressed that set of question for the meaning in their lives and times. Those who wrestle with those Universal issues have likewise pushed them into the practical corporate and individual activities which undergird the moment to moment acts of living. Xerox is one of those organizations that ...

MODEL PROPOSALS - Team #9

IV. SAMPLE "HOOK" PARAGRAPHS FOR:

B. U.C.L.A. or Harper Community College

The origin of the university concept was a forum in which scholars could gather to share their views about the nature of the universe. Throughout history, institutions of higher learning have expanded and refined this concept, opening the forum to all youth and all faculty with the essential ingredients of scholarship in an expanded universe. The Town Meeting reveals the power of local people to engage themselves for a day in a forum similar to the original university and share their views about the nature of the community, the nation, and the world.

In defining the changing role and challenges of the educational structures for now and the future, we offer any college or university the opportunity to participate in financing the Town Meeting '76 across the nation or globe, internally and externally in exchange for the feedback of the 5000 meetings in order to better determine their goals and meet their challenges in reaching their goals.

As an educational institution you have been concerned with educating the whole man and providing cultural service to the wider community. Today people are no longer satisfied with theoretical methods for solutions to their problems. They want to have a direct hand in creating the future in which their lives will be lived. U.C.L.A. (or Harper Community College) has the unique opportunity to sponsor community-wide laboratory research in new forms of truly human community for citizens for the 20th and 21st century through sponsoring global community forums. The results of this research will be a model available for any community anywhere.

The increasing demand for practical, future oriented, research has been manifest in all dimensions of our society, especially in education where every academic discipline has experienced the impact of the collapse of the dependence upon research dedicated exclusively to theory. The widespread skepticism and cynicism expressed among students of the 1960's has resulted in a deep desire for education to reach for more practical horizons in the 70's. The practical, flesh and blood Town Meeting project lends itself to meeting this depth consciousness and offers all educators, especially in departments of social studies, a new, relevant, vehicle for the kind of down-to-earth study that also may result in the necessary grist for a new social vision. It is comparatively inexpensive while its scope is global and offers a new way to enlist the commitment of today's student.

In the effort to serve the people our schools are finding that the people are ready with the answers to what it is that needs to be done about the social concerns of our time. The people are looking to their educational facilities to lead the way in discovering effective methods of eliciting that knowledge. The Institute of Cultural Affairs program, Town Meeting '76, a one day community forum, is out to do that job in your local community.

MODEL PROPOSALS - Team #9

B. U.C.L.A. OR HARPER COMMUNITY COLLEGE - Cont.

The University has always been concerned with creating "a man for all seasons", of people prepared and trained to fully engage in contemporary society and become leaders in their communities. The best Universities have always had an impact beyond the student body, being of service to their resident communities and pioneering new ideas and ways for societies as a whole. Participation in Town Meeting will allow Universities to recover their catalytic role in a fresh new way by providing an example of effective participation in community decision-making for both students and the total citizenry. The University will again become a source of social innovation, a servant of the people, and the creator of enthusiastic, trained leaders for our 21st century society.

Education is for the development of human community in Colorado State University and around the world. The education objectives of Colorado State University are instruction, research and service, finally concerned with encouraging the development of the tools for participating constructively in society today and in the future. Education is concerned with learning, with changed behavior, with life-long attitudes and outcomes. How can faculty and students pursue these common goals? Town Meeting is education, it is learning by doing, and by engaging and releasing human creativity by experiencing effective problem solving, planning and by demonstrating consensus building methods. All of which allow the graduate of Colorado State University to embody what it means to be "educated".... more fully human. We propose faculty development funds for the bicentennial year of 1976 be dedicated to the Town Meeting education happening at Colorado State University.

Education in our country is inexorably tied to the people who support its function in society. Serious questioning across the country from all people directed to all educational components has shaken the institutional foundation at critical links to society. For example, the long-relied upon nexus of the educational and economic community has been challenged. The education community has responded with career education. But where in the long-range does that leave the country? Is the relationship of society and education mended by this type of mandate - response relationship? What is the link and vehicle education and society require at this time in history? Town Meeting is a model and practical tool which is offered to move beyond that situation.

The question forever before the educating community is how we enable human beings to become more fully human. The challenge before educators seems to be to interweave the very practical issues that society faces with the responsibility of tooling men and women to deal with these issues to create a better world. Town Meeting offers the unique opportunity to harvest the thinking of thousands of people who need only to know how their wisdom can be channeled toward a practical response to the future.

Town Meeting is an occasion to gather perceived social issues and proposed resolutions from sampling one million people in a 2 year period. Data from these



MODEL PROPOSALS - Team #9

B. U.C.L.A. OR HARPER COMMUNITY COLLEGE - Cont.

meetings will be available for analysis to participating institutions. For a university to gather that amount of data would be prohibitive in cost. I.C.A. offers Harper Community College access to data and participation in all phases of actualization to Town Meeting for a total cost of \$48,000.

Town Meeting '76 can provide William Raeney Harper Community College the data it must have to meet the educational needs of the community it serves; and thus Harper can participate in this program knowing that it will further Harper's own goal of providing the educational factor in community development.

The rôle of education is quickly becoming an unknow commodity in a society where concrete rewards are becoming very nebulous. At the heart of the educational crisis lies the failure of identification. How is it that your institution identifies with the community it is a part of and actively seeks funds from, how is it that your institution identifies with its students and enables them to see their role in the society of mankind and not simply in the vocational crisis that they find themselves a part of. A program is demanded that will provide a forum to respond to these issues. It is time for the role of theoretical research into the role of sociological motivity taking place at your institution to give birth to a practical model that will respond to the future. Surely some of the funds that you earmark for these ares can be generated into a real, proven Town Meeting '76 model that can respond to these issues.

V. SIX LEAD PARAGRAPHS FOR ANY PROPOSAL

1. THE TIMES with ARBA authorization
2. 5000 T.M.'s 1% of adult population to give representative base
3. GRASSROOTS CONCENSUS USE OF CONSENSUS METHODS
4. PROFOUND AWAKENMENT new hope faith, renewal; inject profound meaning
5. I.C.A. & BUDGET developed Global Community Forum: T.M. '76/ C.F.C.  
\$600 - Local fee to I.C.A.  
\$400 - Production costs  
\$600 - Region & National program expense funded outside of local community
6. PRACTICAL RESULTS Statistical Analysis; interpret, publish continuing research, replication
- 7.,8.,9. Unique 3 paragraphs for specific prospects

#### IV. SAMPLE "HOOKER" PARAGRAPHS FOR:

##### C. VARIOUS FAMILY FOUNDATIONS

In order to better serve the needs of Chicago citizens, each TM'76 will result in a concrete set of proposals for action that each local community can use to improve its own quality of life. These proposals are not brought in from the outside, but are build through the pragmatic methods of the community forum as exercised by the local citizens in each community. This is perhaps the most effective way that humankind will be benefited...that is by providing for itself through its own internal wisdom. Thus the \$50,000 requested in this proposal will provide the Walgreen Foundation exactly what was intended for the use of its endowment.

(Assumption is broad freedom, but in narrow geographic area-N.Y.C.)

Responsibility for the human condition is a corporate concern. We find ourselves at a critical crossroads in the welfare...in the very existence of the city. The new fiscal structure New York will take is in the end "the way it is", that is to say it will happen whether we shape it or not. The loss of our economic base and the exodus of our middle class and the decline & uncertainty evidenced by our political structures require that we seek our answers from the grass roots.

...This is a community happening. It analbes those "lost" New Yorkers to grasp their common destiny to create the models that mold their new overall structure in a way that will give meaning to their lives.

...As a body concerned with the welfare & global role of our city, we would seek ~~an~~ your aid in the enablement of a program that will catalyze human involvement, & help those "lost" New Yorkers to find their greatness again & rebuild New York into the global mecca that it has always stood for...What greater use can be conceived for your resources than "human catalyzation".

TM '76 is a program of 5,000 one-day community forums related to the Bicentennial celebration with ARBA approval, that is concerned with the long-range benefits of awakening citizens to participate in local community affairs. ICA will assist local sponsors by providing trained expert consultants to insure project success, although each TM is planned and carried out by local citizen groups at minimal cost. Pilot TMs have been carried out in many communities with great success and a number of foundations, corportations and other institutions have pledged their sponsorship. Your money will go a long way for something worthwhile, with minimal risk.

Project TOWN MEETING '76 sponsored by the Institute of Cultural Affairs on behalf of the nation's public, deserves and needs the XYZ foundation's financial support. ICA's projection is for 5,000 local community forums happening over the next two years. Local funding requirements are estimated at \$600 to the ICA to cover direct costs for conducting a TM, plus an estimated \$1,000 for local promotion and enablement. National funding - which the XYZ Foundation can participate in, is also approximately \$600 per TM. For the 5,000 meeting project the total national funding goal is \$3 million.

#### IV. SAMPLE "HOOKER" PARAGRAPHS FOR:

##### C. VARIOUS FAMILY FOUNDATIONS (p.2)

Participation in the history-making process has been the objective of many nonprofit organizations in this country. Your organization as a family foundation has benefited humanity through a series of grants designed to increase the quality of life in this nation. The ICA as a nonprofit human development organization has sought to provide models and programs that release human potential to create the abundant life for which ~~we all~~ release human potential to create the abundant life for which we all strive.

...TM'76 is our gift in this bicentennial era to the people of our country. We would invite you to participate in our efforts through a grant that would underwrite 5,000 1-day TM's for our fellow citizens (now and for the next 200 years).

The quality of life in any community can finally be sustained and enhanced only as the grassroots citizenry becomes effectively engaged in deciding and implementing that community's direction. TM is a program for involving the people of a local community in determining its pressing issues in the context of National trends and then devising creative resolutions to them. ICA proposes to conduct 50 TMs in the Dal Worth metropolitan area involving 10 - 20,000 people. Total cost of the program is \$90,000, 1/3 of which is borne by participant fees.  
(x the above assumes limited geographic interest)

The health of every community is defined by the physical, the mental and the siritual arenas of the well-being of its members. The future of that community lies with the developmental health of its youth.

...The TOWN MEETING '76 program is a one day health-full event. Participants articulate their concerns...their dis-ease...discern the causes and prescribe remedies in all 3 arenas. Participation of local communities will be assured by your commitment of \$600 to stand alongside the \$1,000 raised locally.

...The prognosis for positive outcomes is excellent! Therpuetic benefits from effective community interactions by all age groups in the 216 TMs planned for ~~Amx~~ America's "breadbasket" will help assure the continued link between the XYZ Foundation and the well-being of human community.

(above assumes moderately flexible objectives focusing on community health & human development. Their giving record discloses giving has been toward programs centered in the midwest).

IV SAMPLE "HOOKER" PARAGRAPHS FOR:  
C. VARIOUS FAMILY FOUNDATION

The challenges which the participants identify in the Community Forum may arise from any segment of the processes of society. The proposals they design may call on the resources of any other segment of the social process. An economic challenge may produce a political or a cultural proposal. The funds \_\_\_\_\_ foundation grants to the Community Forum program will promote the basic understanding of the live issues of our society, and they will permit all the people who attend community forum to design practical solutions to the problems of society as they encounter them.

In meeting the practical functions of responsibilities of your foundations, the fruits of their endeavor are reflected within the sponsored programs as seen in the demonstrations that enable and promote the advance in humanness and welfare for all. Town Meeting 76 produces the cake and frosting at the same time in a one day community forum.

FAMILY FOUNDATION PROPOSAL

The ICA request to the Ima Hogg foundation is related to their guideline of MENTAL HEALTH.

Today the professions dealing with Mental Health are aware of a new shift common to their various approaches to this important issue. That shift has to do with a more sociological or structural approach, with less emphasis on psychological or psychotherapeutic methods.

The TOWN MEETING project is appropriately geared for this shift. After each session in a TOWN MEETING, an almost inevitable response from participants is an expression of a sense of well-being due to the social method that relates a community to the whole of mankind rather than making its residents dependent upon one-to-one relationships. This sense is frequently expressed in terms of the personal acceptance of social responsibility for his community which, of course, is one of the untimate aims of all therapies. The objectives of the Ima Hogg Foundation will be given a new arena of fulfilment thru granting \$5,000 to help this project.

IV. SAMPLE "HOOKER" PARAGRAPHS FOR:

C.: VARIOUS FAMILY FOUNDATIONS

Today everyone knows we live in a global society in that the events of the past year have forced us to deal with issues across national and community boundaries. The key issue is not awareness of problems, but how can I translate my care and concern for the problems we face into significant engagement that really makes a difference in the long run. We need preventive sociological environment planning and not short term band-aids for immediately evident societal ills. The global community forum program has been designed to allow diverse citizens to have a hand in commonly shaping their destiny. There has never been a more appropriate time for the Farkle Family Foundation to sponsor TOWN MEETINGS As a way of reforging America's heritage into a gift that can benefit peoples of every continent across the globe.

MODEL PROPOSALS - Team #9

VI. PROPOSAL COMPONENTS FOR SPECIFIC PROSPECTS

MODEL PROSPECTS (examples)	HOGG FOUNDATION	XEROX CORPORATION	U.C.L.A. or HARPER COMM. COLLEGE
SPECIFIC PROPOSAL COMPONENTS (alternatives to each target)	Initiation & Seed Money National Vision Published Results	National Vision Data Processing Data Interpretat'n Seed Money Continuing Research	Continuing Res. Data Interpret'n National Vision Published Results

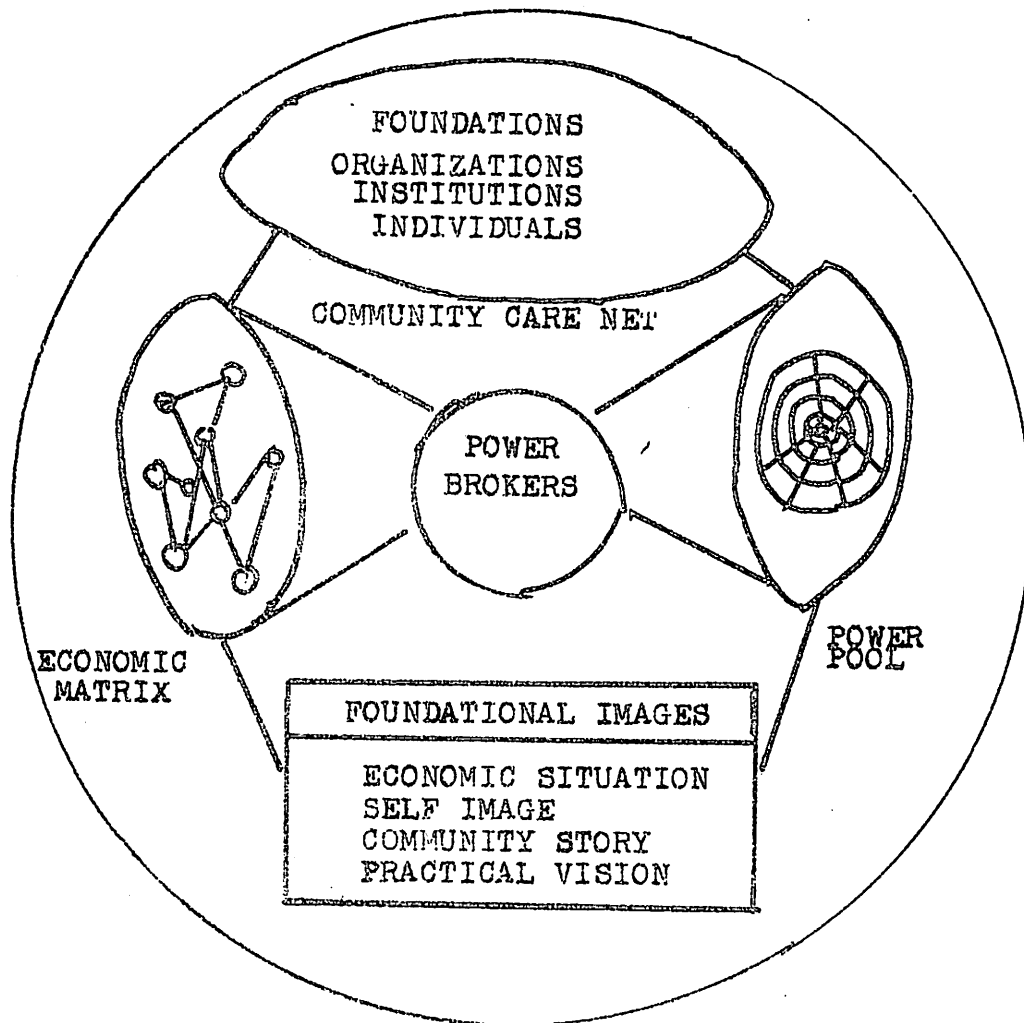
Each of the 3 specific proposal components is preceeded by 6 paragraphs describing the Town Meeting '76 program, i.e. the "boiler plate".

Reference Community Forum Canada funding document : 9/75



Team 10

COMMUNITY ECONOMIC WEB SCREEN



COMMUNITY FUNDING FRAMING PROCESS

WEB REFLECTION	RESEARCH TASK	TARGET SELECTION	TARGET IMPLEMENTATION
The initial brooding on the image and structures of the community	The practical data necessary to select the targets for funding	The screen for prioritizing the key targets and discerning the power brokers	The data which illuminates the approach to a specific target

TEAM 10

CONTEXT: COMMUNITY ECONOMIC WEB SCREEN

This diagram is an attempt to hold the relationships that Funding Personnel need in order to discern the key individuals, corporations, and foundations which will release the monies for Town Meeting/CFC or other programs of the movement.

1. THE FOUNDATIONAL IMAGES: The objective state of economic well being, possibility, and priorities of the community; the subjective image, story, and vision that is operating in the minds of the community, particularly, the economic community.
2. THE ECONOMIC MATRIX: The interlocking structural relationships of the economic community that dominate financial decisions, create images, and participate in the social care network.
3. THE POWER POOL: The financial and influential power pool of individuals whose positions, contacts, and relationships are instrumental in present community decisions.
4. THE CARE NETWORK: The foundations, organizations, individuals, and institutions that the community supports and images as caring for the community and meeting its needs.
5. THE POWER BROKERS: The invisible references who can open doors and who can provide the nod or use their friendships to penetrate the matrix, tap the power pool, and impact the care network.

TEAM 10

WEB REFLECTION CONTEXT

A critical step in building a comprehensive funding frame through which to operate is intentional conversation with informed community individuals which elucidate the critical issues, contradictions and images facing the community as a whole which will impinge upon the granting of funding requests.

WEB REFLECTION QUESTIONS

CARE NET

1. What images come to mind when you think of this community?
2. How do people talk about this community?
3. What project has recently captured people's imagination?
4. What projects are successful? What corporations?
5. What projects are failing? What corporations?

POWER POOL

- Where do wealthy people live and play? Why?
2. What restaurants might you hear a key conversation in?
  3. What private club would you be part of to have influence in the economic community?
  4. What companies stand behind United Appeals?

ECONOMIC MATRIX

1. What companies do people seem to enjoy working for?
2. How has the matrix been impacted by recent national economic developments?
3. What industries make or break this community?
4. If this city were a better place to live in--in fact a perfect city--what would be going on that is not now going on?  
Who do you see working for that future?

TEAM 10

FUNDING TARGETS SELECTION PROCEDURES

1. Create an initial list of the 20 wealthiest corporations, the 10 largest foundations, and the 20 wealthiest families. (Use reference forms such as Chamber of Commerce Corporation listings, Dunn and Bradstreet's Million Dollar Corporation listing, foundation directories, Who's Who, Social Register, Hospital trustees, income tax records, charitable organizations contributor list, etc.)
2. Select 10 priority corporations, 5 priority foundations, and 10 priority families by:
  - a) Reviewing published data (ie annual reports) to discern types of groups given to and amounts given.
  - b) Reviewing and discerning which existing (previous) contacts are key entres to corporations, foundations, and families.
  - c) Visiting key "reference persons" with lists from step #1 in hand to seek their data and wisdom on availability of funds and who to contact to solicit these funds.
3. Delineate one "channel" of sequential contacts to get to strategic contacts to get to strategic person for funding from each corporation, foundation, and family listed in step #2.
4. Build chart showing all selected corporation, foundations, and families and the "channeling" process for each (See illustration chart).
5. Create a separate file on each corporation, foundation, and family using a common data form and assign one person to continually update the files and keep calendar of visits and upcoming appointments.

Notes:

- \* A "reference person" is anyone with significant data on key corporations, foundations, or individuals who, with the appropriate context, would be willing to share his data. This would imply that he trusts our program and the use to which his data will be put. This person might be a guardian, newspaper editor, an "underground" newspaper publisher, a city survey group, a sociologist who has done local studies, liberal younger generation members of wealthy families, middle management personnel, long established real estate brokers, etc. A reference person is one who can give you "inside data" on what the foundation is really interested in funding now and who's the man who can really get the money for you.
- \*\* "Channeling" involves selecting the most available and strategic person to be your contact man in a corp., fdn, or family; and then selecting the key person who can introduce us to him, etc until you come to someone you already know. The purpose is to focus on one key person in a structure rather than "cold calling."

ILLUSTRATION OF CHANNELING PROCEEDURE ON FUNDING TARGETS

ECONOMIC STRUCTURE (KEY CORP.)											CARE STRUCTURE (KEY FOUND)					POWER POOL (KEY FAMILIES)											
Select- ed Corp.	A	B	C	D	E	.....	.....	.....	.....	.....	Select- ed Found	A	B	C	D	E	Select- ed Families	A	B	C	D	E	.....	.....	.....	.....	.....
* Board of Direc- tors	Mr. X Mr. M Mr. T Mr. C Mr. Z	-	E		C.						* Board of Direc- tors	Mr. D Mr. F Mr. H Mr. E	-	ETC.			Patri- archs Matri- archs	Mr. G Mrs. Y	-	E	T	C.					
* Exec- utives (Pres.) V. Pres.)	Mr. X Mr. M Mr. T Mr. C Mr. Z										* Family Mem.	Mr. F Mrs. M					Influ- ential Rela- tives	Mrs. V									
											* Exec- utives	Mrs. C Mr. D Mrs. L					Off- Spring	Sam D									
Δ Chan- nels	Mr. E Mr. I Mr. J Mr. K										Δ Chan- nels	Mr. G Mrs. S					Δ Chan- nels	Mr. S Mr. T Mrs. R									

\* Circle the one director or executive who is your Key into the organization.

Δ List name of entre' to key director or executive. Also list person who can introduce you to the entre'.

Quarter II  
October 10-12, 1975

Basic Data:

Title:

### Short Range

In-Kind

## Proposal History

Date:				
Title:				
Amount Asked:				
Amount Granted:				
Next Step:				

Date	Contact	Notes	Callers



# FOUNDATION/CORPORATION PROFILE

Name: \_\_\_\_\_

CITY

## BASIC DATA

Full

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Parent/Subsidiary/Associates: What is geographic spread of company? What are the major products/services?

City: \_\_\_\_\_

State/Zip: \_\_\_\_\_

Phone: \_\_\_\_\_

## PERSONNEL DATA

### Official Contact:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_

Sect'y: \_\_\_\_\_

### Officers/Trustees with Position

a. Who is officer officially in charge of charitable giving?

b. Who makes the decision on individual funding requests?

### Key Contacts:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_

Sect'y: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_

Sect'y: \_\_\_\_\_

## Network Data

Relationship to To EI/ICA: Any previous E.I. or ICA contacts with company in other locations?

To Other Foun./Corp.:

To Other Indiv.:

## Corporate History

### Financial Status:

a. Profit-loss record for last 5 years?

b. Future projections in relationship to expansion, profitability, etc.

### Labor-Management Relations:

a. Size of work force:

b. Union? Yes No

c. What's strike record?

### Community Relations:

a. Major employer in State:

Community:

b. Any social responsibility or programs tried?

Results:



FINAL TARGET SCREEN  
GLOBAL DEVELOPMENT CENTRUM  
CHICAGO NEXUS

Funding Patterns:

Totals				Types						Locale
Year	Assets/ Net Inc.	Total\$ Gifts	Total# Gifts	Art/ Hum'ties	Educate'n	Health	Religion	Social Welfare	Misc.	Geograph Distrib.

Funding Policies:

Stated Policies:

What is its relationship to  
Bicentennial (programs initiated, supported,  
funded, etc.)

Recent Shifts:

Decision-Making Structure:

For foundations: When are decisions re:  
year's grants made?

Company Self-Story: What is the company's story about itself and its role in society  
and the local community?

Annual Report Date	Taft Fndn. Repr Year/pp.	Taft News Vol./Issue/pp.	Moody Vol./pp.	Other

FUNDING DATA

DATA

**Statement of Purpose:** Development teams for regional/national funding for Community Forum are structured to use time effectively in a system of circuits coordinated and tracked by a local development task force.

## **I. FORWARD PLANNING AND SCHEDULING**

**Purpose:** To put circuit teams where they need to be at the most effective time relative to journeying the prospective contributor.

**Program:**

1. Give due consideration to the givens of intra-movement and community calendars in order to plan circuits.
2. Establish a geographic rhythm of circuiting.
3. Prioritize a comprehensive list of proposals to corporations and foundations and review the previous visits.
4. Work with metro coordinator.
5. Work from a rationale of proposals on a three-level journey:
  - 20 proposals in seeding or making friends stage.
  - 20 ready to submit
  - 20 who have given

Plot geographically.

6. Have clearly stated goals of what you are out to do on a visit: how much money, when from a particular foundation or corporation.
7. Create assignment rationale for local-global teams using guardians and regional colleagues.
8. Use entre and local contacts not only to make appointments but also on actual calls.
9. Set appointments before going on circuit.
10. Transportation and housing worked out in advance.

**Steps to launch:**

1. At October 12 Area meetings share and confirm Continental calendar
2. At same meeting decide who will implement circuits.
3. Contact local guardians and colleagues to elicit their support and participation.
4. Hold training and contexting event for local guardians participating in funding circuits.

## **II. TEAM PROCEDURES**

**Purpose:** Team procedures are those steps which the funding circuit calling team will find to be enabling as they begin to actualize the next level of development circuits across North America

**Program:**

1. Create a checklist of effective procedures and use it as a tool to launch daily and weekly calling.
2. Review the local and area forward planning for the circuit and set initial appointments through entres before moving into the field.

3. Set aside time to learn the background data on the local/ regional ICA presence and background data on each planned contact.
4. Review common pitch models, procedures, time designs, and tailor the model to the particular region and contact call.
5. Circuit should make use of local colleagues to set up, enable and participate in appointments.
6. Each call should be imaged as a training dynamic for local colleagues.
7. Intentionalize the efforts of the calling team by establishing a daily rhythm of early appointments, daily and weekly goals, and regular evaluation periods.
8. Create the style of the secular-religious through self conscious attention to dress and manner and rehearsal of the transparent dynamics of calling in the team's symbolic life.
9. Sufficiently detailed reports on each funding contact will be made at the local level to enable regional office tracking of the circuit.
10. Area/centrum personnel are to check out each region's filing and tracking system and push for effectivity and common procedures.

**Steps to launch:**

1. Special task force of Town Meeting post and Development centrum at Nexus should be created to pull together an inclusive manual and forms to be used in regions/bimetros by local development teams.
2. Models to be updated and distributed to local ICA offices should include a sample tracking board, common models for pitches, proposals, and data sheets, and guidelines for circuit teams with a list of standard reference works for researching funding sources.
3. Area/Centrum and local calling personnel should be identified to the regional coordinator at least one week prior to circuit implementation.

**III. COORDINATED BACK-UP SUPPORT SYTEM DESIGN**

**Purpose:** To design a coordinated circuit team information support system for effective centrum, house, and guardian/metro research, pitch and followup to meet Town Meeting funding goals.

**Program:** Ten programs

The back-up systems for circuit implementation consists of a coordinated design with ten components:

1. Data collection system: This details the types of data to be collected, where and when it is to be obtained and from whom. It should build upon the precise needs of teams in the field and of maintaining a coordinated effort among the metro houses and centrum. The Funding Contact worksheet should form the basis of this data collection, but be updated in the light of the work of team 10 and the area work on Sunday morning.
2. Data Recording system: A simplified system for keeping records must be developed to ensure that data is properly recorded in a form that is both accessible and applicable to all teams in the field

and on call for the Area House and Centrum. The primary unit for seeing that data is collected and recorded is the local house. The eight-point followup section of the Funding Backup Systems should be included in these records.

3. Data Lookup System: The data, as recorded, must be indexed and cross indexed to ensure its easy accessibility. Certain data should be recorded not only at the local but also at the areal and/or national levels. Thus, while purely local corporations need not be recorded at national level, state agencies may need to be coordinated at all levels. Further, an individual should be indexed not only under his name but also cross-indexed under his company.

4. Data Transmission System: The various types of data should be reviewed in light of the types and costs of data transmission available, ie. mail, computerized transmission, and other approaches. In this respect the work of Team 5 on Data Access should be considered.

5. Report Followup System: A reporting system for following up on calls should clearly specify what the followup action should be, when it should be done and by whom.

6. Data Highlight System: The cruciality of timing requires, occasionally, an immediate conversation with a colleague or clearing house office regarding a potential donor. Data will be made available almost instantly whenever necessary and possible.

7. Call Authorization and Coordination System: The local development task force needs to document for the circuit teams, local entries into the offices scheduled for Town Meeting funding calls. The authorization names should be in the file folder of the corporation.

8. Accountability System: Copies of all funding contacts with results and recommendations will be left with the House and forwarded to Centrum.

9. Goal Tracting System: Each House will have a war board by weeks for the quarter and year showing the stages of progress toward the financial goals already set. This is also a strategy board showing the target and geography affected.

10. Common Model System: Common models for pitches, letters, proposals, materials, should be made readily accessible to funding task forces and circuit teams and interchanged frequently. The sources and check point is the Area House.

#### Steps to launch:

Research the present support system and procedures at Centrum and House and metros and modify where necessary to:

1. Launch a common filing system of Town Meeting Funding Data between Centrum and the local sites with the attendant policies and procedures to insure a coordinated on-going use.
2. Launch a comprehensive accountability system against targeted goals utilizing warboard and other file and tracking devices to document the history, present status and future action required.
3. Launch a manual of common data exchange forms, pitch proposals, letters and other funding mechanisms to be used.
4. Launch a timely, low cost system of data retrieval and transmission between Centrum and local sites.

5. Launch an effective system of screening intended field visits, highlighting their results and making prioritized followup to the action indicated.

#### IV. LOCAL DEVELOPMENT TASK FORCE

Purpose: The local development task force is the ongoing body of movemental forces within each region/bi-metro who research, coordinate track and account for all development activities with their geography. The task force activities are coordinated through the House.

Program:

1. Develop time design to orchestrate movement forces with necessary development strategies.
2. Assign space at House for files and warboard.
3. Do research on local foundations, corporations and patrons to increase the options for development funds for the common task.
4. Create records and filing system on all development activity in their geography to date.
5. Display history, actions and next steps on development war board.
6. Regularly update board and files in relation to development activity in their geography.
7. Coordinate local development activities and all other development actions.
8. Create followup structures for post team visit care of contacts.

Steps to launch:

1. Create History of Development chart for metro.
2. Build comprehensive list of foundations and likely corporations within geography.
3. Secure decisions from regional colleagues to participate and make assignments for creation of backup systems.
4. Create development space by designing war board, monitoring charts and organizing filing system.
5. Propose region schedule to centrum to allow centrum development personnel to give initial guidance.

4/1

TOWN MEETING STORY - Team 12

At this time in history people no longer experience their participation in existing social channels as effective in dealing with life issues. Town Meeting is a demonstration of a community coming together for a day to offer their practical solutions to deal with these common concerns. This is the awakening to renewed engagement in local communities throughout the Bicentennial Era.

Welcome

Through the welcome a mood of anticipation is created.

Challenges

The Challenges Workshop in the morning uses the intuition and wisdom of local citizens to identify the challenges which must be faced in building the next 200 years. Key in this process is the use of intuitional methods to allow participants to look comprehensively at the issues and to discern the inter-relatedness of these issues in the life of the community.

Interlude

The interlude occurs at a time when local man has begun to form a new global perspective of the issues that confront mankind, enabling these to be named as challenges. The mood is authentically celebrative in the sense that these challenges have been stated in a realizable way. The possibilities of responding creatively to the future in the local situation is concretely grounded, and focused on the communities gifts.

Proposals

Thru the breakloose of their own creative responses, the afternoon proposal workshop allows people to face and deal with challenges that formerly seemed insurmountable.

Plenary

The final plenary session is the corporate happening which celebrates the decision of the local community to participate in creating the new world--a vision which they have discerned in the proposals, song, story, and symbol of their community. The plenary discloses that the pursuit of happiness is experienced in making a profound impact on the way society is moving into the future.

The new citizen has a means of acting effectively. The effectiveness of this method is that it allows cooperation with different kinds of people to reach common goals. A sense of wholeness emerges as the individual helps re-integrate the community. This event generates hope and a new sense of possibility, countering the modern social malaise. Thus Town Meeting acts as a trigger to launch personal and community development. They are not separate acts...they are one.

STORY CULTIVATION - Team 12

Selective Community Forum Pitches

1. Local citizen participation in decision-making for the future.
2. Great way to create community identity
3. Demonstration project for others
4. Enables exercise of servant role
5. Invigorates democracy
6. Rebirth of individual responsibility
7. Enlist energies of all community people
8. Town Meeting 76 is a final celebration of Bicentennial events  
(Or a grand kick-off)
9. Expand vision of corporations
10. Raises consciousness of how much you care

SUGGESTIONS FOR EVENTS TO BE STAGED

Horizons Day

Global Consult Syncon at Cape Canaveral

Meetings at a session of Congress      Speaker of the House  
President of Senate

Local Town Meeting inputs

Global inputs via satellite

Local/global shared experience involving as many people as possible  
in looking forward to the future together

A Consciousness breakthrough



Plan for use of 2-year product

Send copy of Town Meeting results to congressmen reporting results from their district.

Put proposals in the form of a PLATFORM OF THE PEOPLE.

Public Affairs issues dialogue over TV (based on proposals)

Paperback book of the reports

Consensus Assembly

- PRODUCTS:
1. Evaluation of the "Local Promotion Workbook" produced by the Summer Promotion Task Force. (See Below)
  2. Statement of objectives of Promotion strategies and list of strategies for use of local, regional, and national promotion nets of sponsors. (See page 2)
  3. "Clout survey" of promotion contacts by guardians at this consult. (Distributed and collected at Sunday breakfast)

RECOMMENDATION: Set up a National Promotion Task Force in the next 30 days to implement the national promotion strategy. The task force would be comprized of 4 or 5 guardians, 2 or 3 members of the Global Community Forum Post and 2 or 3 outside advertising/public relations consultants (In-kind services).

EVALUATION OF THE "LOCAL PROMOTION WORKBOOK" PRODUCED BY THE SUMMER PROMOTION T/F:

1. Add more samples of news releases and state that the "Call for Achievement Brochure" should accompany all releases.
2. Specify the need to be aware of two audiences: 1) the general public, and 2) captive audiences at presentations for groups, such as Lions.
3. Include a sample Mayor's "Proclamation of Town Meeting Day" with specific wording.
4. Add "Bumper Stickers" to Display Materials list on p. 12.

At this stage this workbook is probably not adequate for use by someone who has not had some experience with the movement and/or a Town Meeting '76.

ICA: Chicago Nexus  
Ninth Guardian Consult

GLOBAL COMMUNITY FORUM  
PROMOTION

Quarter II  
October 10-12, 1975

Team 13: National/Local Promotion Strategy

(2)

**OBJECTIVES:** The objectives of national and local promotion are to create an awareness of the existence of the TM'76 program; to document its authorization by recognized, distinguished groups; to cultivate advocates and sponsors; to establish a climate conducive to successful funding; to generate the curiosity and enthusiasm in people necessary for local participation: THEREBY contributing to the new national vision emerging from TM'76.

LIST OF STRATEGIES	GUIDELINES	TACTICS	STRUCTURES
a) Utilize governmental endorsements such as 1. ARBA, 2. State bicentennial commissions, 3. Other bicentennial groups, 4. State and federal government bodies and 5. Senators and Congressmen.	Make more effective public use of endorsements.	1. Warner/ARBA presentation 2. Contact USA 200 to endorse and publicize	Centrum  Centrum
b) Secure the endorsement of and publication of this support by private organizations such as civic clubs, The United Way, labor groups, and religious organizations.	Publicize benefits to members. Send PR release to religious publications.	1. Articles in: Kiwanis, Rotary, AAUW, JayCees, Jr. League, PTA.	Guardian Survey
c) Secure the support of national corporations through articles in in-house publications, media advertising and other promotional activities.	Build effective community relations/social responsibility story. Contact community relations personnel in major corp.		
d) Utilize the media in such ways as articles in national publications, talk shows and news programs, exposure at the national SDX (Journalism) convention in Nov. 1975, coverage of the November Town Meetings, perhaps through a news feature program, getting TM'76 written into TV scripts, having articles in special interest publications such as religious or airline publications, coverage of kid's TM'76's and articles in Sunday supplements.	Utilize Guardian contacts to encourage media coverage.	1. Prepare Press kit. 2. SDX convention 3. Prepare public service commercials 4. Airline publications	
e) Develop a film for television (Public or educational tv)		1. Contact United Way for 10 min. film. 2. Guardians find film director. 3. Secure the use of government media facilities.	Mike Bonifield
f) Hold a National Town Meeting '76 in Philadelphia the week of July 1976.	Make it a newsworthy event to gain Nat'l coverage	1. Secure Corporation sponsors. 2. Select participants from past TM'76 at	

### Team Task

Today, we pushed ourselves for a definition of the specific material needs and the steps for filling them, relative to Town Meeting '76 brochures and workbooks. Significant insights emerged in two areas. We probed into ways in which in-kind donations could enable corporations looking for ways to participate meaningfully in their communities and the more immediate advantages of tax and advertizing write-offs. We began to get a picture of how a guardian might be involved in the support system for Town Meeting through use of his contacts as a resource in the development of in-kind contributions.

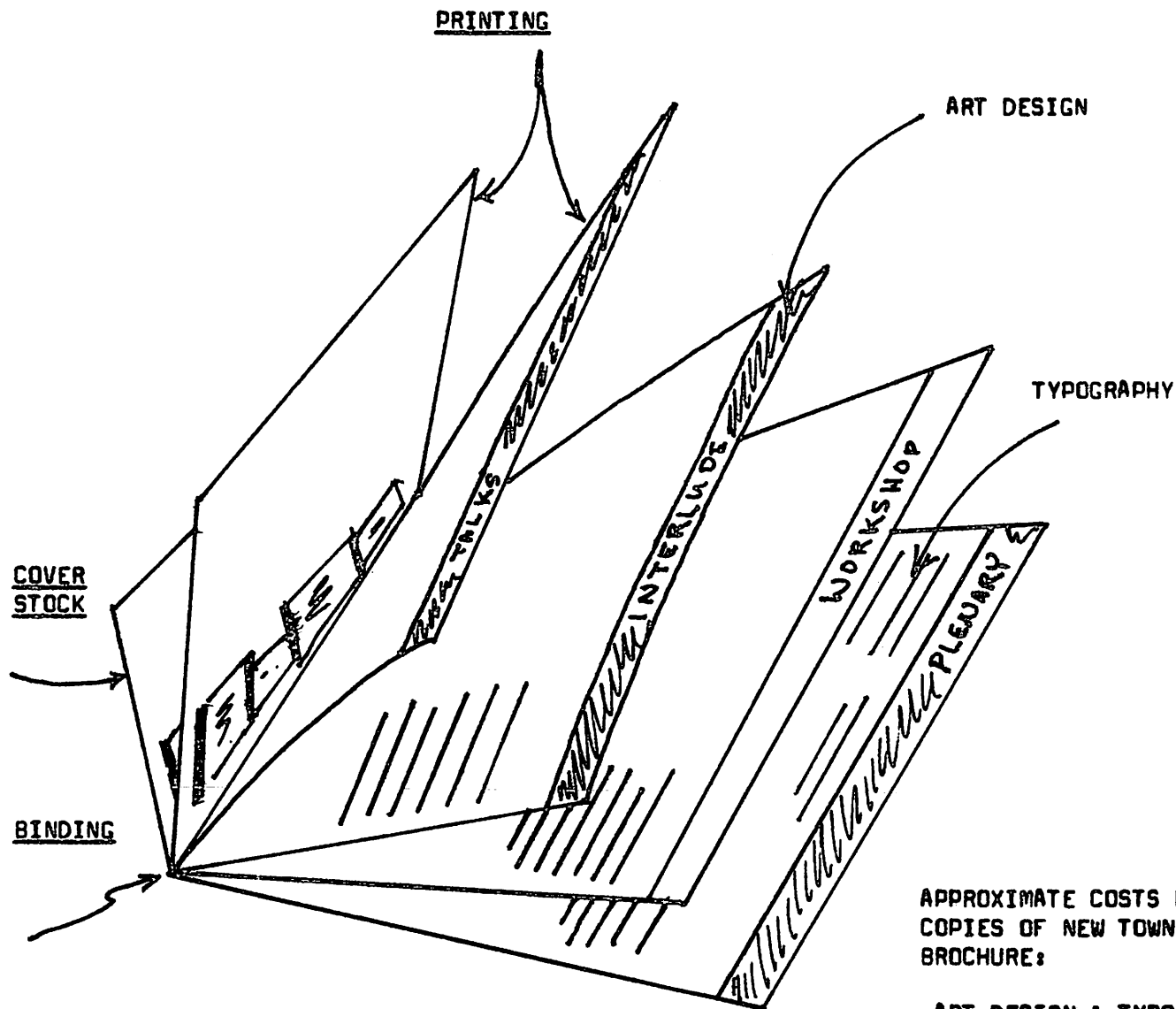
### IN-KIND CONTEXTUAL STATEMENT

As the excitement for Town Meeting '76 builds across the nation, the need for promotional materials is growing daily. Currently the urgent needs are for the production of the revised 64-page Town Meeting workbook and for 1,000,000 copies of the revised Town Meeting brochure. A projection for the cost of 1,000,000 workbooks is \$326,500 excluding art and design costs. In order to allow companies and businesses to participate in the Bicentennial and to reduce our budget costs, we need to ask for contributions of the goods and services that will eliminate or cover these large expenses.

The strategy of in-kind is a way to care for corporations that has been used beneficially in the past. Such a donation can benefit the company by keeping the machines running, alleviating lay-offs, filling slack times and being a tax write-off. In addition, it is a service beyond the Town Meeting and the Bicentennial. By contributing services and/or products the company is enabling the Global Community Forum program around the world, thereby, giving local man the possibility of creating the future by building the consensus of the globe. Since the Town Meeting is a benefit to the community, a gift by the company becomes a public service to the community in which the company is located.

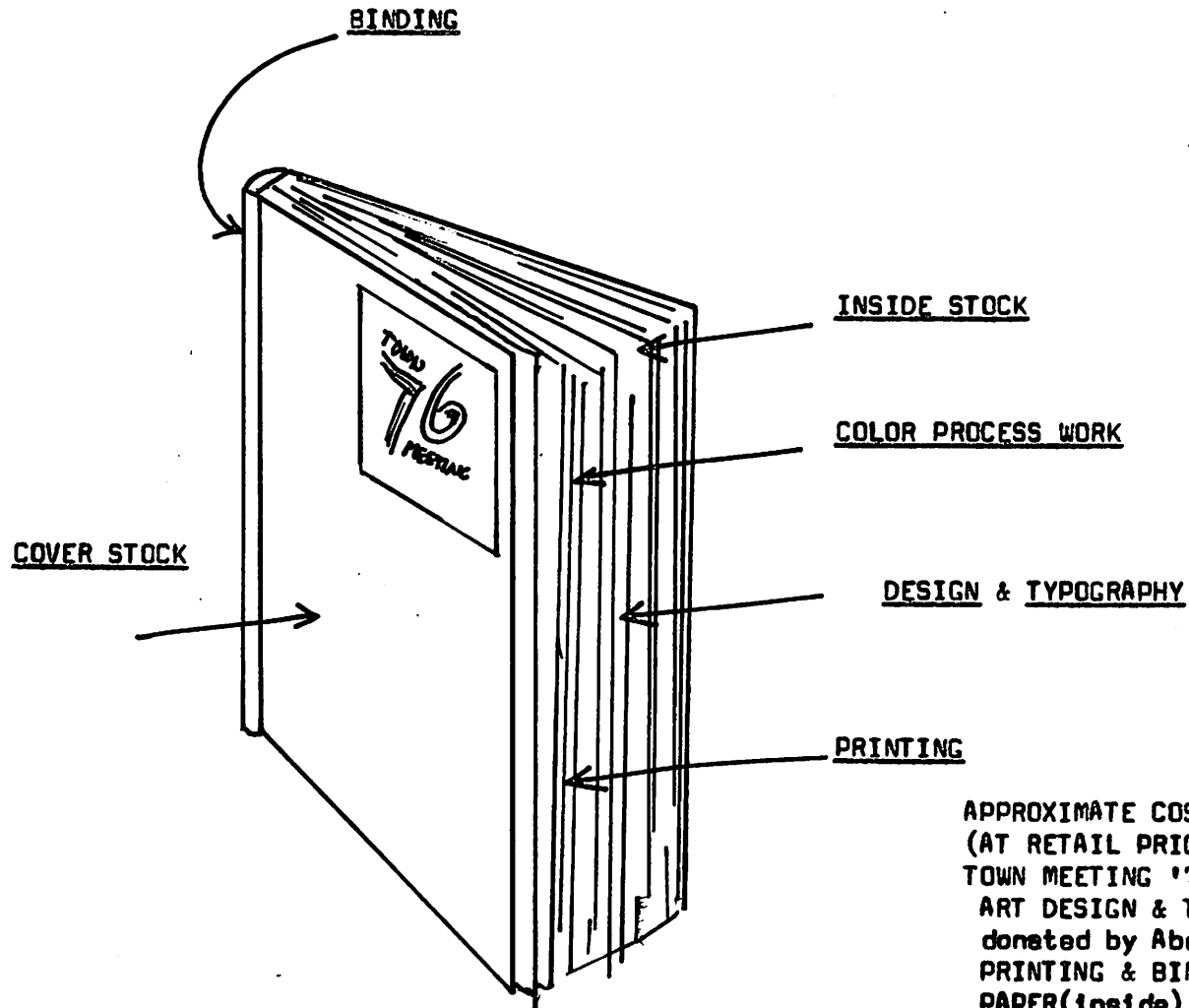
A key dynamic in the in-kind process is allowing a company to say "Yes." Knowing that the request being made is one the company can fulfill and not beyond its capacity enables the success of the proposal. Another key to this success is knowing the contact person who can make the decision to give. Because of the many aspects of society represented by our guardians, your contacts are invaluable to the task before us.

Team 14: Budget Reduction



APPROXIMATE COSTS FOR ONE MILLION  
COPIES OF NEW TOWN MEETING '76  
BROCHURE:

ART DESIGN & TYPOGRAPHY--being donated by firm of Abelson & Frankel, Chicago, Illinois	
COVER STOCK--	\$40,000
INSIDE STOCK--	\$27,320
PRINTING (estimate)	\$20,000
BINDING (estimate)	\$10,000
	<u>\$97,320</u>



APPROXIMATE COSTS FOR PUBLISHING  
(AT RETAIL PRICES) ONE MILLION  
TOWN MEETING '76 WORKBOOKS:

ART DESIGN & TYPOGRAPHY--being donated by Abelson & Frankel Agency	
PRINTING & BINDING	\$119,500
PAPER(inside) 266 tons	\$165,000
COVER STOCK	<u>\$ 32,000</u>
	\$316,500

Team 14: Budget Reduction

The following is a list of contributions of paper which have been received by EI/ICA in the recent past from companies in Chicago:

Boise Cascade--1972  
Gibraltar Paper Co.--1973  
Pilchner-Hamilton--1973  
Birmingham & Prosser--1974  
A.B. Dick Co.--1975  
Moser Paper Co.--1975  
  
I.S. Berlin Press --1974  
Gunthrop-Warren Printing--1973  
  
Gilbert Paper--1973  
Wausau Paper--1975  
WHiting Paper Co. -- 1975

The reprinting of the Town Meeting '76 tracts: "A Call for Achievement" and "A Directory of Program Consultants" was made possible by paper donations from LaSalle Messinger Company and Ft. Dearborn Paper Company. The printing, was also donated by Northwestern Printing, with an offer to reprint another run of same when more paper is received.

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The following is a list of types of free publicity which have been used on the local level for Town Meeting '76:

- |   |   |
|---|---|
| 1. Billboards   | 21. Bumper stickers                                   |
| 2. Newspaper articles                                   | 22. Lapel pins  |
| 3. Shopper's newspapers                                 | 23. Door-to-door distribution                         |
| 4. Company magazines                                    | 24. TM registration forms printed in local newspapers |
| 5. TV community service announcements                   | 25. Bulk mailers                                      |
| 6. Radio community service time                         | 26. Sky-writing                                       |
| 7. Radio call-in shows                                  | 27. Newspaper inserts                                 |
| 8. Community celebrations: floats, booths, etc.         | 28. Community college inserts                         |
| 9. Local TV interview shows                             | 29. Community calendars                               |
| 10. Special interest sections of newspapers, e.g. women | 30. Local answering service                           |
| 11. Company newsletters                                 |   |
| 12. Convention displays                                 |   |
| 13. State/county fairs                                  |   |
| 14. Posters   |   |
| 15. Children's art contests                             |   |
| 16. Murals done by children                             |   |
| 17. Paper bag overprints                                |   |
| 18. Circulars   |   |
| 19. Stuffers (grocery stores, etc)                      |   |
| 20. Church newspapers                                   |   |

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**HELPFUL TECHNIQUES**  
(Ten Commandments of In-Kind)

- 1) Thou shall do thou do thy homework well. If it's worth asking for, it's worth sweating for. Know the total need and delimit the request accordingly.
  - a. Know the approximate value of service or product.
  - b. Know who to see and as much about him as possible.
  - c. Know what would be an acceptable substitute if original request is not available.
  - d. Know basic trade language--paper weights/grades, etc.
2. Thou shall use a businesslike manner. Utilize normal business procedures where possible.
3. Thou shall learn about tax write-offs so that one can tell how contributions can be an asset to the company.
4. Thou shall learn about potential slack periods and/or seasonal peaks and suggest doing this service to smooth out the work flow.
5. Thou shall learn about the company, particularly the annual volume, and shape your request accordingly. Also, is the company a single corporation or a subsidiary or a parent company.
6. Thou shall find out ahead of time (in a tactful manner) who has the product available.
7. Thou shall have a story that reveals the total picture of how this contribution is key to the final product.
8. Thou shall listen for and/or ask for referrals.
9. Thou shall uncover companies who need to contribute for advertising or tax write off purposes.
10. Thou shall always come home with the bacon. That is, always win!
11. Thou shall be faithful in keeping records.

**REFERENCE MATERIAL**

Moody's  
Standard and Poor  
Directory of Advertising  
Fortune Top 1,000  
Dunn & Bradstreet  
Thomas Register

Yellow Pages of Telephone  
Book  
Corporation Operator or  
Helpful Secretary

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Town Meeting '76 PROMOTIONAL STRATEGIES FOR ETHNIC COMMUNITIES

COMMON STRATEGIES

In order to promote TM '76 in ethnic communities, we propose to break open the ethnic subculture mindset by presenting TM 76 as a futuristic tool for creating a common community destiny by honoring each groups particular gifts and understanding of humanness and using the following common strategies:

1. Design cover of TM brochure which depicts actual TM activity and shows representatives of specific minority groups.
2. Use representative ethnic symbols (decor) and language (such as quotes) in promotional materials.
3. Develop advocacy list among leaders in the ethnic group, including the political and the religious arena.
4. Utilize local community ethnic publications for articles or advertisement about TM 76.
5. Enlist local ethnic spirit persons to assist in all aspects of TM 76 promotion.
6. Research data on the unique contribution of that ethnic group to United States heritage to utilize in telling the TM 76 story.
7. Research revolutionary heroes and/or the historic revolutionary events in the particular ethnic culture in order to point to the dynamic that TM 76 is out to create in their community.
8. Develop a story telling why a TM could be important in that ethnic community.
9. Promote TM 76 as part of a national or ethnic festival.
10. Develop a story (literature) which holds the ethnic group's unique contribution to the mosaic of cultural heritage which makes up this country.
11. Stress the fact that the TM process demonstrates the possibility for controlling own destiny.

PARTICULAR STRATEGIES

In order to promote TM '76 in the (particular ethnic group) community we propose the following particular strategies:

Black:

1. Use Fifth City as a promotional tool.

American Indian:

1. Hold TM on their own reservation.
2. Stress TM decision making methods as helpful for dealing with their political chaos.
3. Use non-urban images, such as Marshall Island story.
4. Push availability of federal funding for TMcost and future TM proposal possibilities.

Chicano:

1. Use particularly colorful decor, especially mosaics of historical value.
2. Expect to find advocacy figures among entertainment leaders.
3. Expect to find key sponsors in the Roman Catholic church and bilingual schools.
4. Spin story of whole new world struggle for freedom, i.e., Simon Bolivar, El Zapata, Pancho Villa.

Oriental:

1. Locate and research the TM dynamic counterpart which already exists in the oriental community (e.g., the Pagoda, in the Chinese community) in order to ground for that community what TM 76 is out to do.
2. Create a new ethnic story which honors their centuries' old (not just 200 years) historic tradition yet challenges them to participate in the experiment of global human community which is the United States.
3. Utilize the gift of corporate participation which is already such a prominent aspect of the individual oriental community.

Jewish:

1. Hold TM on Sunday rather than Saturday.
2. Use quotes from Jewish leaders, i.e. Ben Gurion.

Town Meeting '76 PROMOTIONAL STRATEGIES FOR ETHNIC COMMUNITIES

PARTICULAR STRATEGIES (cont)

Jewish (cont)

3. Expect to find advocacy figures among economic leaders.

4. Expect to find key local sponsor in Jewish community center or as care organization leader.

National:

1. Obtain the backing of key leaders of nationalistic groups, especially religious and political leaders, at the local level.

ETHNIC GROUP PROMOTION AND PUBLICITY GUIDELINES

The purpose of the following screen is to acquaint those interested in pulling together a town meeting, with a comprehensive overview of what it would mean to deal seriously with special ethnic groups. At best this screen can allow promotion methods to be more effective. Great care must be exercised, however, since some of the issues and images relate to highly sensitive subjects. It is to be used with key ethnic people to allow them to add their insights and work together with us in creating the promotion material and stories for use with their particular ethnic groups.

COMMON PUBLICITY POSSIBILITIES

TV (education)  
Radio (ethnic)  
Bill boards  
Bus posters  
phone banks  
community & ethnic newspapers  
local impact events (skits, attention getters)  
Local calendar of events, announcements (TV/radio)  
Political and entertainment figures  
State and city fairs  
Local parades  
Airplanes  
Group presentations  
School announcement  
Bicentennial film festivals

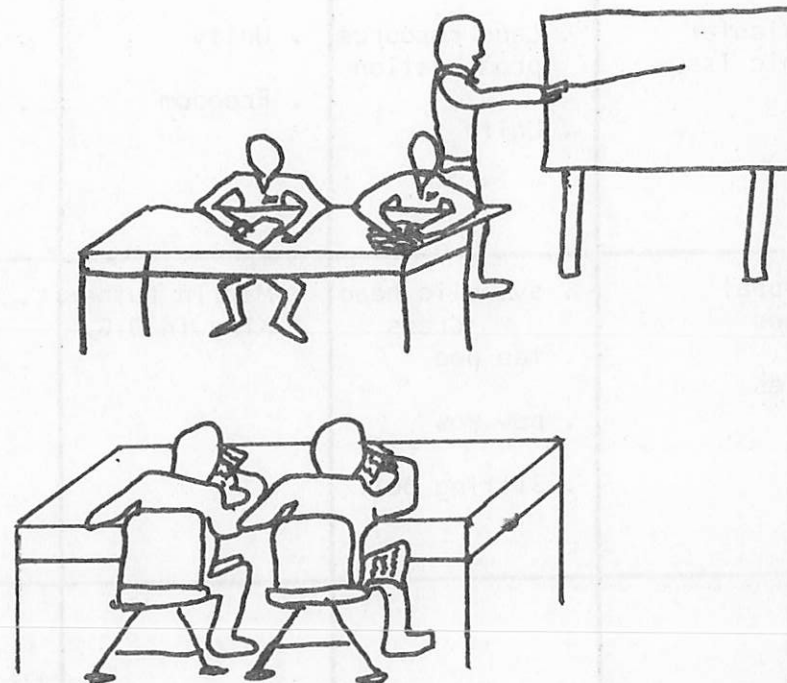
01/4

## ETHNIC GROUP PROMOTION SCREEN

	Indian	Black	Chicano	Jewish	Yellow Man	Other National groups
Particular ethnic issue	<ul style="list-style-type: none"> <li>. Land resource preservation</li> <li>. Unity</li> </ul>	<ul style="list-style-type: none"> <li>. Unity</li> <li>. Freedom</li> </ul>	<ul style="list-style-type: none"> <li>. Exploitation</li> <li>. Slave Labor (wet back)</li> </ul>	<ul style="list-style-type: none"> <li>. Israel as homeland</li> <li>. Genocide</li> <li>. Religion</li> </ul>	<ul style="list-style-type: none"> <li>. Family structure</li> <li>. WWII Internment</li> </ul>	<ul style="list-style-type: none"> <li>. Loss of cultural heritage (melting pot)</li> </ul>
Cultural Images and Quotes	<ul style="list-style-type: none"> <li>. symbolic head dress</li> <li>. tee pee</li> <li>. pow wow</li> <li>. Sitting Bull</li> </ul>	<ul style="list-style-type: none"> <li>. Martin Luther King in D.C.</li> </ul>	<ul style="list-style-type: none"> <li>. Chavez</li> <li>. El Zapata</li> </ul>	<ul style="list-style-type: none"> <li>. Moses</li> <li>. David</li> <li>. Ben Gurion</li> </ul>	<ul style="list-style-type: none"> <li>. Confucious</li> <li>. Mao</li> <li>. Lao Tze</li> <li>. Sumari</li> </ul>	<ul style="list-style-type: none"> <li>. Columbus</li> <li>. St. Patrick's Day</li> <li>. Church</li> <li>. Ur Festivals</li> </ul>
Town Meeting Short Stories			<ul style="list-style-type: none"> <li>. Participate in own destiny</li> <li>. Releases genuine concern</li> <li>. Experience creating future</li> <li>. Individual experiences community</li> <li>. Catalyze imagination and corporate creativity</li> <li>. Celebrates the past</li> </ul>			

Task Force 15

TOWN MEETING 76 IS BLACK TOO



IF THE CONCERN IS UNITY -----TOWN MEETING CATALYZES

EXPERIENCE OF COMMUNITY

Promotion Material Example

TASK OF NORTH AMERICAN GUARDIANS

The Global Guardian brings to the social demonstration consult:

	I GLOBAL REPRESENTATION	II SOCIAL AWARENESS	III SYSTEMS ACCESS	IV PRACTICAL WISDOM
The Guardian does this by:	A holding  OBJECTIVITY ON THE LOCAL SITUATION	A analyzing  THE CULTURAL MILIEU	A unlocking  TECHNOLOGICAL RESOURCES	A providing  BUSINESS EXPERTISE
	B providing  A MODEL OF COMPREHENSIVE VISION	B clarifying  THE IMPLICATIONS OF EVERY ACTION	B locating  SUPPLY SOURCES	B sharing  PRACTICAL PAST EXPERIENCE
	C operating  WITHIN A COMMON MISSIONAL CONTEXT	C discerning  EXISTING POL/ECON NETWORKS	C providing  HUMAN RESOURCES	C lending  PROFESSIONAL CREDIBILITY
	D participating  IN A GLOBAL COLLEAGUESHIP	D locating  THE KEYS TO POWER	D identifying  FINANCIAL SOURCES	D participating  IN THE FOLLOW-UP NETWORK

New small industries need to be initiated to provide goods more economically to local markets along with the increase in exports necessary to generate future economic development. Business risks must be minimal in order to prevent failures in marketing these industries to potential investors.

The primary criteria for industry selection are:

- Labor intensive and minimal skill with significant value added and minimal need for technical supervision.
- Relatively low capital investment and limited facility requirements.
- Equitable return on investment with growth potential.
- Conversion of non-perishable products which are adaptable to the client, easy to handle and readily available in established channels of supply.
- Established market and product distribution channels with year round production, stable pricing and constant demand.
- Emphasis on export industry with high dollar and shipping volume to take advantage of available shipping capacity.

The following ten enterprises are recommended for research for the near term development of Majuro:

- (1) Product Assemblies: would utilize unskilled labor with low capital investment to tap the existing trade and produce under contract assembled items which are presently moving from the Far East to the USA.
- (2) Sea-Shell Jewelry: utilizes locally available raw material and established local skills to mass produce saleable jewelry items for the export market.
- (3) Furniture Manufacturing: utilizes local lumber and other natural materials to capture the essence of Marshallese craft in a line of furniture for the export market.
- (4) Textile Fabrication: utilize basic labor skills and minimal capital investment to produce clothing or other textile products which are currently being produced in the Far East for the US market.
- (5) Data-Entry Services: utilize basic skilled local labor and leased equipment to provide two day turnaround of computer key-data entry or other basic data manipulation operations for the US business market.
- (6) Pre-Fab Housing: utilizes local labor, a moderate investment for equipment and a combination of imported and indigenous materials to produce elements for low-cost housing, appropriate for the domestic and pacific export markets.
- (7) Product Packaging: utilizes unskilled local labor and minimal capital equipment to bag or package bulk or assembled products which are enroute from the Far East to the US market in accord with pre-purchased contract terms.
- (8) Coca-Cola Bottling: Utilizes unskilled local labor and leased plant and equipment to produce a full line of Coca Cola beverages for the Marshall and adjacent pacific export markets.

- (9) Elastic Products: utilizes basic skilled labor and modest capital investment to manufacture, under contract, fabricated plastic products which presently are being purchased in the Far East for the US market.
- (10) Pharmaceuticals Manufacturing: utilizes basic skilled labor and leased plant and equipment to produce under contract basic pharmaceutical products for the Marshall and adjacent pacific export markets.

Anticipated business risks are minimized to prevent failure by using available experienced businessmen's management and training expertise coupled with a master plan for a long range Human Development Project.



ICA: Chicago Nexus  
Ninth Guardian Consult

GLOBAL SOCIAL DEMONSTRATION  
Team 16: Consult Personnel  
SMALL INDUSTRY RECOMMENDATIONS

Quarter II  
October 10-12, 1975

Industry Selection Criteria	WEIGHED VALUE	PRODUCT ASSEMBLY	SEA SHELL	JEWELRY	FURNITURE	MANUFACTURE	TEXTILE	FABRICATION	DATA ENTRY SERVICES	PRE-FAB HOUSING	PRODUCT PACKAGING	SOFT DRINK BOTTLING	PLASTICS PRODUCTS	PHARMA-CEUTICALS
LABOR INTENSIVE	5	$\frac{3}{15}$	$\frac{3}{15}$	$\frac{3}{15}$	$\frac{3}{15}$	$\frac{3}{15}$	$\frac{3}{15}$	$\frac{3}{15}$	$\frac{3}{15}$	$\frac{2}{10}$	$\frac{2}{10}$	$\frac{1}{5}$	$\frac{2}{10}$	$\frac{1}{5}$
LOW INVESTMENT	4	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{2}{8}$	$\frac{2}{8}$	$\frac{1}{4}$	$\frac{1}{4}$	$\frac{1}{4}$
EQUITABLE RETURN	4	$\frac{2}{8}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{2}{8}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{1}{4}$	$\frac{3}{12}$	$\frac{3}{12}$	$\frac{3}{12}$
EASY HANDLING	3	$\frac{3}{9}$	$\frac{3}{9}$	$\frac{3}{9}$	$\frac{2}{6}$	$\frac{2}{6}$	$\frac{3}{9}$	$\frac{3}{9}$	$\frac{3}{6}$	$\frac{2}{6}$	$\frac{3}{9}$	$\frac{3}{9}$	$\frac{2}{6}$	$\frac{2}{6}$
ESTABLISHED CHANNELS	2	$\frac{3}{6}$	$\frac{1}{9}$	$\frac{1}{9}$	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{1}{2}$	$\frac{2}{4}$	$\frac{2}{4}$	$\frac{3}{6}$	$\frac{1}{2}$	$\frac{2}{4}$
VOLUME MARKET	1	$\frac{2}{2}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{2}{2}$	$\frac{2}{2}$	$\frac{2}{2}$	$\frac{2}{2}$	$\frac{1}{1}$	$\frac{2}{2}$	$\frac{3}{3}$	$\frac{1}{2}$	$\frac{3}{3}$	$\frac{2}{2}$
TOTALS		52	51	49	48	48	48	48	48	42	38	38	37	33



EDGE FINANCING

It is recommended that EDGE is a viable undertaking to provide ICA social demonstration projects with needed channels of distribution that will enable economic development. The Marshall Islands are located far from most basic supply sources. They represent a small and distant world trade market and are required to pay outrageous prices for commodities with little or no terms. EDGE, being located in the United States near suppliers, can bargain with many suppliers and offer goods at reduced prices and also extend reasonable credit terms.

The following 4x4 holds the key points to operating this viable company:

Creating the Story

- Determining cash flow requirements
- David Rebstock trip to Majuro
- Stabilizing accounting system
- TASC cash flow requirements EDGE fund raising goals

Supplier Credit

- Pro forma balance sheet face
- 60-day supplier credit
- Supplier cash loans
- Venture capital

Borrowed Capital

- Individual savings accounts
- \$100,000 marketable cash--10% interest
- Assigned securities
- Cash value life insurance

Invested Capital

- Invested interest
- Care motivated
- Corporations
- Individuals

page - three -- Small Industry Recommendations  
RISK RESOLUTION ANALYSIS

Anticipated Business Risks	Prevention of Failures
1. All eggs in one basket.	- diversified industries.
2. Mis-management.	- assigned consultants.
3. Uncontrolled material costs.	- co-operative buying company.
4. Incompetent labor.	- training and motivation programs.
5. Inadequate transportation.	- Trans- ship ins services.
6. Poor bookkeeping.	- business training school backed up by assigned consultants & audited books.
7. Limited construction capability-	Lumber Company, pre-fab buildings and construction companies being formed.
8. Over employment of relatives, friends, etc.	- budgets and business plans prepared with ICA consultants.
9. Effects of duties & taxes & unknown government controls.	- involve government officials in the consults and the projects.
10. Selfinterest and dishonesty of employees.	- 100% indigenous owned corporations with ICA consultants and regular audits.
11. No training capability.	* Apprenticeship program, business training school, and ICA consultants.
12. Lack of long range planning.	- integration of each enterprise into the long range Human Development Project.
13. Lack of marketing expertise.	- enterprises initiated through consultations with experienced businessmen.
14. Lack of adequate capital.	- demonstration financing projects moving from letters of credit to combined utilization of banking, Federal Credit Insurance and development loans from IFC, Export-Import Bank and development of commercial paper market for EDGE umbrella.

6/11

## SHORT TERM RESOLUTION AND LONG TERM PLAN FOR SOCIAL DEMONSTRATION COMMERCIAL CREDIT

**INTRODUCTORY NOTE:** Team 17 resolves that, given the anticipated success of the Majuro project and the additional 23 social demonstration projects, ongoing funding for commercially feasible projects be obtained through traditional capital sources. By using traditional sources, when commercially feasible, donations, grants, and gifts of faith can be utilized to support cultural and political activities and the higher risk/start up commercial ventures.

Team 17 also resolves that the immediate needs of the Majuro project be met by yet one more act of faith. This short term resolution, together with that which already has taken place, will establish a track record on which the commercial sources of financing can be launched. On the other hand, persons asked to support this short term resolution can rest assured that an overall program is in process which will eliminate this as a continuing arrangement.

**SHORT TERM RESOLUTION:** The first financial support for TASC was provided by a \$100,000 "stand by" line of credit. This "stand by" line of credit was used to guarantee the purchase of merchandise and has been repaid. However, enroute to Majuro is additional merchandise which needs to be paid for. Hence a \$100,000 "stand by" line of credit is needed again. In order to obtain this line of credit, \$100,000 of cash (or the equivalent of cash) must be LOANED for 90 days. It is fully intended that this money will be repaid, as was the first "stand by" line of credit loan, because doing so helps establish the track record so essential to gaining access to the traditional money or capital market.

By use of the attached pledge form, it is expected that Guardians will pledge the loan of a major part of the sum required during this Ninth Guardians Consult. In addition, by use of the same form it is expected that within one week following this Consult the balance will be pledged. It is stressed that this is but a first step to the long range plan which is envisioned; a plan that requires repayment of this second "stand by" letter of credit loan, just as the first was repaid.

**LONG TERM SOLUTION:** The long term solution is access to the traditional money market of commercial terms. If the new ventures established in the social demonstration projects are not capable of meeting long term capital needs, they ought not be continually subsidized. The plan for entering the traditional money market will be by a task force which will:

1. Seek to establish a third, 90 day letter of credit arrangement. One plan to achieve this result is to contact the Institute of Life Insurance, Social Responsibility Division. The overall thrust of the social demonstration projects will be explained in the context of developing an emerging, economically viable society capable of paying reasonable rates for the use of loaned capital. Stress will be placed on the success of the first two \$100,000 letters of credit arrangements. The Institute of Life Insurance (which has sponsored the cooperation of member companies to fund the development of intercore urban developments) will ask one of its companies to serve as the lead company (to issue the letter of credit) with other member companies subscribing to a portion of same. A Guardian volunteer has been obtained to present this concept in the immediate future.

2. Seek to establish a more effective and long term banking relationship for EDGE; EDGE could borrow funds, and by pledging commercial paper from point of purchase to point of delivery, be able to provide a reasonably risk-free transaction to a commercial/international bank at competitive interest rates. An effective banking relationship also would aid EDGE by helping to obtain Federal Credit Insurance on purchase orders issued by EDGE, thus removing any risk to the bank helping EDGE to obtain IFC and/or Export-Import Bank Grants and low rate interest loans. This would provide a capital base further insulating the bank from loss and would provide EDGE with a more substantial working capital base. A Guardian volunteer is negotiating with a newly established international banking firm (which the task force will follow up on as quickly as it is able) to establish cash flow projections and other traditional financial data. The task force in question will consist of a banker, an accountant and an attorney (based in Chicago if possible) with the attorney having already been promised but not yet identified.

3. Seek to explore issues inherent in the sale of an ongoing series of commercial notes or commercial paper. While initial EDGE offerings may have to be made to "Those Who Care", in time commercial ratings may be obtained (from Moodys and Standard and Poors) at which time traditional purchasers of commercial paper may buy such offerings. Inherent problems include the need to register said notes as securities, etc. However, adequate time is available in which to explore these issues and have the first set of notes available for purchase following the third line of credit.

As Majuro moves toward self-support, particular needs have arisen which require interim help. The Trans-Atoll Service Corporation (TASC) is one of the keys to placing the Marshallese Human Development Project on sound economic ground. For the members of TASC to be able to maintain favorable purchasing terms, it is necessary to guarantee their credit. This has been done previously through a series of letters of credit. In order to get a letter of credit, the ICA has asked individuals to LOAN cash or certificates of deposit for 90 days to ICA; on the basis of this separate escrow pool, the ICA then secured the letter of credit. The first \$100,000 escrow pool thusly raised was fully repaid. TASC is again in need of such a short-term extended arrangement.

We are therefore, offering all guardians the opportunity to share in this short-term LOAN effort. There are two possible ways to participate:

- (1) Write a check for at least \$1,000 payable to "ICA - Letter of Credit Escrow Account" (Note - this method loans the money on an interest free basis with a tax deduction for said interest); or
- (2) Go to your bank on Monday, purchase a Certificate of Deposit for at least \$1,000, obtain an assignment form, endorse the assignment to ICA, and send the Certificate of Deposit and the assignment form to "ICA - Letter of Credit Escrow Account" (Under this arrangement the Certificate of Deposit will be returned and the interest on the CD will remain yours.). If you already have a CD whose maturity date is at least 90 days after October 15, 1975 you could assign it rather than obtaining a new CD.

While no arrangement is fool proof, we do expect this to be an almost risk free loan with the first optional repayment to be on or about January 15, 1976.

(circle one)

COUNT ON ME FOR \_\_\_\_ (1) IN THE AMOUNT OF \$ \_\_\_\_ for 90, 180, 270 days  
\_\_\_\_ (2) IN THE AMOUNT OF \$ \_\_\_\_ for 90, 180, 270 days

\*Put to the attention of the  
Global Social Demonstration  
Post

SIGNED \_\_\_\_\_  
(Guardian)

In any event if you have names of persons or organizations who might be interested in participating in this pool whom you want to be contacted by someone else, please list them on the reverse side of this form.

RETURN TO TEAM 17 of the SOCIAL DEMONSTRATION TASK FORCE

SOCIAL DEMONSTRATION TRANSPORT BRAINSTORM

GENERAL

1. Develop an in-kind pitch for transporters, emphasizing tax deductions.
2. Prepare tax-deduction guidelines for various forms of in-kind transportation.
3. Discover inexpensive cross-country shipping and look into benefits available (i.e. rebates, etc.)

TRUCKS

1. Investigate big trucking companies' shipping networks.
2. Explore possibilities of utilizing independent truckers, in-kind rental trucks.
3. Contact Paul Merrill (Merrill Trucking Co., Maine - friend of Doug Thornsjo): resource for trucking information. Ask if he'll lend us his traffic manager to train our people.
4. Investigate General Motors program of providing trucks for developing countries.

PLANES

1. Contact Continental Airlines re: transport to Majuro.
2. See Wayne Hoffman (President) Flying Tiger.
3. Chuck Lapp: transportation resource (also proposed independent airline)
4. Look into free feasibility study (TAP REPORT) from CESSNA planes.

SHIPS

1. Call Australian Consulate concerning Australian Sailing Ships and ask them to tell us who builds ships, what they cost and if the Australian government subsidizes funding their purchase.
2. Ocean Freight - find out if special rates are available to non-profit organization.

The following catalogues may be very helpful in obtaining in-kind gifts. Obtaining gifts is dependent upon talking to the right man in the right office or finding which company to go to. In order to use the catalogues two pieces of information should be known: 1. a clear description of the item needed, 2. a clear understanding of what it is to be used for, 3. these catalogues: a. Standard Directory of Advertisers (Guide to 17,000 corporations). It includes company name, address, phone number, product lists or services. It lists 80,000 executives and their management titles. The ICA Inkind office has the 1972 and 1975 editions. Published by: National Register Publishing Co., Inc., Executive Headquarters and Editorial Offices, 5201 Old Orchard Road., Skokie, Ill. 60076, Tele: 312/966-8500, b. Sweet's Catalogues-multi-volume directory covering building materials, supplies, tools, etc. in general use by architects, consulting engineers, contractors, buyers etc. Revised and re-issued annually. Chicago contact: Sweet's Div.-McGraw Hill Information systems, 230 W. Monroe, Chicago, Illinois Tele: 312/368-6500. c. Thomas Register-directory of manufacturers of industrial products, tools, etc. Considered standard by professional purchasing agents. Suggest local contact be made to obtain 1975 edition as in-kind contribution since it is now obsolete or go to the public library. Chicago contact: Thomas Register, 188 Industrial Drive, Elmhurst, Illinois, Tele: 312/833-3400

CONTEXTUAL STATEMENT FOR PUBLIC RELATIONS BROCHURE

There are four major questions which must be addressed in the preparation of materials for inkind donors. These are:

1. Who is the Institute of Cultural Affairs?
2. What benefits can the donor expect by participation?
3. What programs will be benefitted by the donation?
4. How can the donor participate? i.e. Double deduction, living gift, estate planning,

front page	back page
Social Demon. Logo	International List of past donors
inside left	inside right
2 columns describing the above	1 paragraph on each of these: Social Demonstrations EDGE Consults Board of Consultants



ICA: Chicago Nexus  
Ninth Guardian Consult

**SOCIAL DEMONSTRATION  
INKIND NETWORK**

Quarter 11  
October 10-12, 1975

Team 18

3

Type of gift	Category of gift	Donor Process Effected
Double deduction	Inventory (new and used)	Inventory control Accounting system IRS return
Living gift	Inventory & equipment Real Estate Personal property	Accounting System IRS return Inheritance tax
Estates (wills)	Inventory & equipment Real Estate Personal Property Insurance Cash	Probate Trust Accounts Inheritance tax
Tax write-off	Cash Inventory & equipment Personal Property Real estate	IRS return

Team 18

4

### TYPICAL DOUBLE DEDUCTION TRANSACTION

Situation: a donor contributes 2 Honda Station Wagons to ICA for use in their local training center.

Retail value of cars \$8,000

Full sticker price is used to figure this deduction if the cars were given outright -- the agency gets full sticker price as a contribution.

- a. Agency is in the 49% bracket - cost to agency is 51% of sticker price.
- b. The deduction from inventory is taken out without reporting any sale (which is a cost without income) -double deduction

Contribution \$8,000

\$3920 income tax cash credit

savings (49%))

Dealer cost \$6,000

\$2940 deduction from inventory with no offsetting sale. This is an income tax cash credit.

49% reduction

---

Total \$6,860

c. Less Actual dealer cost 6,000

860 cash profit to dealer

#### DOUBLE DEDUCTION

Nearly all public accountants are familiar with this method of donating, while few retailers understand it. It is simply taking advantage of the IRS statutes to generate a return amount on money on the disposal of inventory. The double deduction is as follows:

- A. The amount of dollar difference between the % income tax bracket of a company subtracted from the retail cost of the item.
- B. The cash income return on the recording of the disposal of an inventory item without the benefit of a sale on the books.
- C. The sum of the above (A & B) less the actual inventory cost of the item equals a cash return to the donor.

#### LIVING GIFTS

These are gifts given to certain parties or non-profit organizations at the time of death. Negative inheritance tax, to avoid heavy gift taxes, can be realized by giving to a non profit organization all capital gained on initial investment. The amount of initial investment to be allocated to other benefactors in a manner that would avoid other tax losses.

#### ESTATES (wills)

One relatively untapped longer range source of income and property are willed or bequested property. We recommend that Guardians identify personal acquaintances and other individuals of substantial means who could be approached by Development/Guardians teams relative to bequests to ICA/EI. Specifically what would be asked is that significant monies or property be willed to EI on the death of the benefactor. The brochures developed on demonstration projects and the strategy behind them could be used in these calls.

### TAX WRITE OFF BENEFITS

Money or the cash value of property given to a non-profit organization can be written off the givers taxable income. This may be of particular value with some items with no trade-in market but a high replacement price if bought new.

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### PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

Town Meeting concepts deal with, first of all, the apathetic engagement of people who experience not being able to do anything that will mean anything. Secondly, it pushes people to ask themselves corporately when they begin to see they can trust their intuitions.

The profound function of Town Meeting is to awaken people to the possibility that they can significantly engage in the creation of their own destiny.

The happening of Town Meetings is bound endlessly to recreation of space and time, honoring and exploding each individual's creative insight in the corporate gaze of the local neighbor. Town Meeting is waking people up to the fact that these are resurgent times in which local men and women are capable, willing and uniquely gifted to create new form and structures that care for the whole society and its' many people.

The profound function of Town Meeting as the precursor of Global Community Forum is to create a way for the resurgence happening on the local level in our time to be articulated, realized sociologically, and begin to permeate upwards into the structures and institutions of society--in order that what is now possible as new human community--global, futuric, and caring--may be given form and consciousness.

The function of Town Meeting is to emancipate the creative potential of individuals through deep interaction with others to create a new world greater than the sum of its parts.

The profound function of GCF is that the participants are able to confront themselves and realize that they can be and are direct participants in the creation of the future, and that each one's contribution is totally significant and required.

The profound function of Town Meeting is the release of human passion and stored up selfhood for the creation of one's destiny. It gives life and affirmation -- it breaks open the floodgate of possibility. It creates new men.

The profound function of Town Meeting is to impact a community with a methodology and with a happening which releases new hope and possibility.

Town Meeting is a glimpse of a new practical vision of society which gives permission for a new level of primal community to be created in people's lives and which motivates concrete social engagement in structures of local responsibility.

The profound function of the CFC is to offer a way for every person to be engaged in the forum dynamic, which is not just getting one's insight or creativity out on the table, but is the way in which men and women participate (always have and always will) in building the new consensus that always happens when historical trends take a major turn.

The profound function of a town meeting is a vehicle that allows for objective discussion of a problem, and also allows people to look at options rather than strictly being for or against an issue.

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### PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

One's life becomes profound at a Town Meeting because one's own individual life becomes part of the destiny of a people -- one's nation as it struggles to move within history. One now sees himself part of history itself, related to those heroes of the past -- Washington, Martin Luther King, Malcolm X, Mother Elizabeth Seton. And it all comes out of work -- hard work -- wrestling with real live issues in one's own neighborhood. The challenge is immediate present. And then, when a person doing hard work becomes an historical being -- he becomes a member of the community again -- his own and the whole human community. He can authentically celebrate -- his life, his community and all of his life.

The profound function of Town Meeting is to take the consciousness already present in each person, rehearse the journey of that consciousness through the past images that gave him that consciousness and turn that consciousness into a positive relationship to his new future and thereby all mankind's new future giving him back a new-world vision.

Town Meeting gives each participant a demonstration of his possibility of participating in creating the future of the nation, the community and his new future as one freed to act out his care, and who is responsible for his community and has practical ways of shaping it.

Town Meeting is an awakening happening. It is awakening to the consciousness of: the whole picture, the group's creativity, each person, possibility for effectivity, the consciousness of possibility to make a difference, the consciousness of standing at and being in charge of an historical destinal moment. It is awakening to the consciousness of the pain which has been covered up but which can be lived, consciousness of the power of corporate thinking, organization and action, and consciousness of Global Community.

The profound function of town meeting is to enable all people to appropriate their individual and collective heritage, gifts and insights and to experience the fulfilling happening of seeing that heritage and those gifts and insights into being held up in a form to direct the future of their community, nation and world.

The profound function of Town Meeting is for people to experience affirmation and possibility.

Town Meeting '76 serves as a means for celebrating the BiCentennial in a form which is national in scope and local executive. It allows local citizens to discover their individual wisdom and corporate power, and to direct that energy into significant planning for the future--holding the global and national challenges before local man for immediate tactical implementation.

Objective of town Meeting--to break loose a profound awareness of every one participating, the life meaning of their role in a community and global happening

The profound function of a Town Meeting is that it enables people to demonstrate to themselves that they have the possibility of acting out their cares, in the very concrete local situation in which they show up. They can move beyond simply trying to prepare their children for the world to preparing the world for their children.

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### PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

The profound function of the community forum program is to release the freedom of everyman to participate in creating decisions affecting his life and thus destiny of mankind.

Town Meeting recreates a sense of community where every member has a way of participating. It provides a way of identifying the demon that paralyze us, creating a new vision of possibility for the future and celebrating the being of the community.

The Profound Function of Town Meeting involves the awakening of human spirit, that is to say that it enables each participant to say 'yes' to the greatness which is lost within our own being.

If we are able to grasp our own self worth and see at the same time that our worth is inextricably bound to the corporate well being. Town meeting is Community in action. It is a gift that each of us can give to one another.

Profound Function of Town Meeting is that the very foundation of society is shifted. The foundation has rested on a few making decisions for the many. The shift is to literally everyman directly having a hand in shaping his and society's future. Everyman sees that his voice can and does make a difference. He sees diversity of opinion focused on common steps to build the future. He operates in relationship to new found colleagues in the task of global responsibility.

The profound function of the town meeting is to awaken in the consciousness of a community a sense of practical vision that stems from standing in a situation where people experience that all is good and the future is open.

The profound function of a Town Meeting is to allow the sense of community to recapture the imagination of the general public.

The profound function of a Town Meeting is to alter and enliven an individual's relationship to himself, his neighbor, his nation, his world and to the Mystery itself.

Town Meeting is a profound happening in which a community with diverse people and background can come together and experience that it is possible to deal with their problems and just demonstrate their care for the world.

The profound function of Community Forum is to release local people to have permission to stand in the complexity of their existence, while at the same time providing them with tools, and a practical vision of how to live and work in their community as it is renewed before their eyes.

Profound function of Town Meeting is to permit people to see themselves participate in articulating the consensus of the community's needs and new directions.

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# PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

Town Meeting is out to signal to the world the commitment of our lives, fortunes, resources toward the new order relative to the world society; in short, to dare to struggle, dare to be a demonstration nation.

Town Meeting reveals consensus, thereby releasing the possibility of practical, concrete action by which men may self-consciously direct their destinies -- not for the sake of their own lives but for the sake of the total journey of humanness.

The profound function of Town Meeting is making grassroots people realize that they can control their destiny and care for their neighbor. This happens as the process of the day demonstrates the methods that release creativity they might not have realized they had, and organizes it into effective proposals that can be implemented.

Profound function of Town Meeting is to arouse consciousness by engagement in a method that awakens the care that is every man's and puts him responsible for assuming that care through the possibilities that he sees in the positive proposals that he creates.

The profound function of Town Meeting is to release the resurgence of hope in the world which will then enable the care of every human.

The profound function of Town Meeting is to bring to awareness in each individual the fact that he has a unique heritage and gift to get into history and that he can shape the future which will call today history.

The profound function of Town Meeting is to open the possibilities for the future for community participants. It gives them hope for the future, amid the frustration of trying (and often failing) to get human tasks accomplished through established structures. It releases a renewed sense of community and possibility for cooperation.

The profound function of Town Meeting:  
Mixing all ages, all ideas, all problems . . . all of Life.  
Naming it . . . calling it good or bad or whatever, but daring to look at it.  
Planning the future and naming it.  
Celebrating all of this as the gift of the past and the gift of the future.  
A Town Meeting . . . yes, a meeting of the town.

The profound function of Town Meeting is to give everyman the possibility of actually making a difference in his entire future. It is the method for carrying out his dreams and creating new ones for the kind of society he wants to live in. It is the beginning step for anyone who seriously wishes to change his situation and that of the world.

Town Meeting '76 demonstrates to local persons the method, atmosphere and setting necessary for creative and unifying decision-making.

The profound function of Town Meeting is to embrace the past and comprehensive reality of life, celebrate life and to allow people to participate in engaging life through creating the future on behalf of all.



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# PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

The profound function of the TM is to initiate the process of creating the images that will inform a community as to its future as a global community and initiate the process of the necessary practical actions that must be taken in order to become a global community. The process itself is far more critical than the products of the day.

The profound function of Town Meeting has to do with its releasing of a very caring human spirit to freedom---it invites man to responsibility for his future and those of other human beings and man is ready to say yes to that.

Profound function of Town Meeting--

To remove the excuses people have used to trap themselves in an impotent stance toward the problems they see enabling them to answer the call they hear to care for the earth. It begins the journey toward caring for the globe and the local--not having to choose, not being paralyzed.

To catalyse corporate and individual happening in the lives of people whereby they articulate a consensus about the issues and practical steps for dealing with those issues.

The part after the election  
The making of the chosen  
Getting your toes froze off for a new day  
Having the rivers open for you  
Writing on the tablets.

The profound function of TM'76 is the spirit it awakens, allowing a group to turn from cynicism and despair to the possibilities of the future.

When one's capacity to create his own future seems lost or severely limited he experiences apathy and/or despair which is the root of social malaise. TM removes the limits on one's creativity, permitting significant engagement and opening up worlds of possibility. One's freedom is restored and he experiences new life. This individual happening when rendered corporate can rebuild the society of the globe.

Town Meeting 76 is a gift/vehicle offered to communities which allows local man the possibility of catching his significant role in his situation and his world. Also, it allows the emerging new leadership for collapsed structures in our present cities and towns.

The profound function of the Community Forum event has to do with demonstrating an authentic response to the demands of our times. It is done in Town Meeting in light of another turning point in history which took place 200 years ago. The methods of the forum enable every man to take a personal relationship to the future of all mankind by taking on the challenge of his local situation.

The profound function of Town Meeting is to demonstrate a process which allows people to get impact into the decision making process--that local man's voice is important--and that local issues are also national and world issues--broaden vision.

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# PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

Profound function of TM/GCF:

Restors faith where there has been cynicism, recreates the historical foundation for a nation, creates the framework for working together, structures ideas for action.

Town Meeting 76 releases the creativity of common man to deal with the complexities in 20th Century life in a positive way through group dynamics, corporate consensusmaking such that he can be jarred out of his apathy and complacency and reengage in society.

The Town Meeting is a happening which enables the participant to see a demonstration of the way people enjoy being effective in dealing with the serious issues which affect the quality of life of every man on the globe today. A town meeting is on day journey into the satisfaction of the real "good life."

Awakens people--they become aware, conscious that they still care deeply about fellow human beings and gives them a way to concretely move toward dealing with the innocent suffering in their community.

The TM format almost forces local man (each participant) to think and express himself from this activity and the feedback shows him his care and his ability to do more than be thought possible. TM also reveals to each person the care of the other. TM is a beginning in wiping out cynicism and returning to faith.

One of the functions of TM76 is to give those who plan and 'pull off' that event the Experience of possibility in action rather than that of ineffectivity and hopelessness.

Town Meeting is a day in the life of a community when local citizens are 'given back' their community as it is with all its problems and gifts, with themselves at the center of it with all their creativity and prayers, to take care of and to create it in a fresh and exciting 20th Century context, with all its complexity and urgency.

We've come thru a 'knowing' time with RSI's and a full Academy curriculum and a LENS course. Now we are in a time of 'doing our knowing', thus the Town Meeting does in one day what our entire curriculum teaches. Its profound function is to give a form to the world through which groups can make decisions about living in community. After this big 'do' there will be a time for more knowing to give a rational framework through which to appreciate the experience.

Permit individual persons to find means for participating and expressing feelings and opinions in living in a society group. Encourage further feeling of being responsible for his actions in that group.

Provides a time when people of all beliefs, cultures, and other differences get together over a common table and through the workshop methods are lead beyond their individuality into corporate decision making which opens up the radical possibility for dealing with the now and the future.

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# PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

The profound function of GCF is to give authentic voice to local man which not only deals with his cynicism but lays squarely on his shoulders the responsibility of creating community.

Town Meeting exposes a person's universal care, his unlimited relationship and practical responsibility. He senses that history is a creative act and not a deterministic response. Never again can he experience discussion of issues without being reminded of the process that enabled his wisdom to be honored, forged and refined.

The profound function of a Town Meeting is to expose the possibilities within a community for care and engagement and to demonstrate that consensus is a workable reality that will release the new self stories and roles for every citizen.

The Will to be One: one people, one community is what lies underneath Global Community Forum. If people have not decided that the social separation they experience needs to be named and cut over against, they will not do a GCF. That is why the Sponsors' group - the Steering Committee, is so important. They become the believers, the evangelists, as they work together to set up a Forum.

To alter images from that of victims and non-participants to that of we can creatively and concretely care.

It is the occasion in which local people dramatically symbolize what they intuitively know: Local man will build the new earth by using what he's got with whom he's got, starting right here in his own community - otherwise there will be no new earth created.

To create in the minds of the participants and others involved a vision of hope for their future and the future of their community and the world.

The profound function of TM is its ability to awaken participants to their inner and often unrecognized self. It provides a method for caring; rekindles hope.

To recreate the possibility in each man's mind that he himself can live his own life significantly and that he can decide for himself his own destiny. This is done by the "happening" dynamics of the TM (CFC) rather than by anything that comes out at the end of the day's forum, i.e., proposals. That is to say, the symbolic is more important than the practical.

To deliver to society the realization that each of its elements, down to the single participant in Town Meeting, can engage actively in the construction of a new cooperative society. This is the profound function of Town Meeting.

Re-introduce the possibility of grassroots involvement in creating the new structures that will emerge from our impending economic collapse.

The Town Meeting preferably awakens a diverse gathering of people to the depth meaning of their own lives as contributors to community. People are brought together to affirm the community's past through stories, song, and symbols. They are given the opportunity to objectively look at their situation or challenges and articulate hope - a way to carve out the future. Hence they experience themselves as "those who care".

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# PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

The profound function of a town meeting is to disclose the facticity of the statement that everyman cares by allowing the participant to articulate both the locus of their concern and their vision of the renewal of human community.

The event of Town Meeting '76, which includes the weeks of set-up and the day itself, is a sign of hope in a cynical society. People experience themselves working together to build a common vision and to ground that vision in practical proposals. Sociologically, the dynamics of TM-76 are creatively activating the 9 pressure points of the social process like no other event yet in existence.

The profound function of TM is to pronounce absolution on the past mistakes and the present situation and to thus allow a corporate building of a consensus as to the future direction of local and national creativity.

The profound function of a Town Meeting is to allow a majority of a people to create the structures and the style of life they will be living in the future. Town Meeting allows all people to participate in this creativity, not just the rich, the rulers, and the elite.

The profound function of the Town Meeting, of Global Community Forum, is to provide a vehicle and opportunity for every participant to experience resurrection/renewal/rebirth, for those who engage fully will see, will die to themselves and to the group and be born again...sometime between 3 and 5 PM!

What is the profound function of a Town Meeting? To enable a group of individuals to move from cynicism to a community of people that see hope in the future and for their lives.

What is the profound function of TM '76? To break down the images people operate out of that do not enable them to see that they are responsible for how their lives are spent in relationship with others in enabling humanness.

To give to every man, woman and child a chance to shape tomorrow. To take a step backwards in history, when what people thought was important...

The profound function of Town Meeting is to awaken every local citizen and community to the fact that he can act out his care and participate in today's social situation in an effective, responsible way with his brothers across the world, and have a good time doing it.

The profound function of a Town Meeting is to allow every local man to get his concerns into history. People who have never before had the opportunity, now can say what needs to be done in their community.

The profound function of a T/M is to place participants in the self-consciousness of the human situation which is in a tension between freedom from life and obedience to life; thereby making them aware of themselves as potentially responsible entities the ultimate of humanness. That's why they finally like it.

Town Meeting is the discontinuous happening of primal community. It is an event so constructed that it may be an occasion of grace for each participant should he choose to receive it. Individual blocks and issues are transformed into the common struggle of the community and for some into the transparency of the journey of mankind.

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### PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

The profound function of a Town Meeting is one of awakening for a community of people to care is possible. That there is untouched ideas dormant and need to be expressed. The Town Meeting helps to take the gifts of our past and put a new thrust into the future of that community if they decide.

Town Meeting has had the effect of creating a vehicle for persons to evolve their own participation in determining their future. It also has clearly demonstrated how much can be accomplished within a short period of time if the correct methods and personal commitment is made.

TM provides a community happening that allows the participants to discover there are those who care and a vehicle that will enable them to practically act out that care collectively.

Town Meeting demonstrates to participants that people care, that community "adversaries" can work together on problems; that solutions can be found; and, finally, that people are not powerless.

It awakens in the participants, enabler and planners the possibility and means for every one regardless of the differences they have, to participate in discerning and planning their own future as creators of that future rather than the victims who are bounced around by fate.

To provide a vehicle through which the corporate wisdom of local man can be implemented to help shape his own destiny.

I would see the profound function in a Town Meeting to show people a positive sign of how corporateness and consensus can function. The other possibility it gives to people are insights on national issues which possibly they had never considered. Lastly, those who show signs of enthusiasm and interest, are potential RS-1 recruits because it seems not everyone is that potential an RS-1 recruit.

A corporate event experience which awakens one out of individual cynicism into a common excitement over the future, and an awareness that no one person or community need every be victim to any system or circumstance; but, indeed, can carry out its God-given responsibility to its people, its nation, and the world.

The function of a Town Meeting is to bring together those people who care for their community/world and equip them with the necessary tools to express that care corporately and individually.

A town meeting is an opportunity to bring together a community in a way which possibly is unique to them. For at least this one occasion, all the factions and organizations discover a common concern - the future of their community and nation. It allows persons to expend their area of thinking and acting.

TM demonstrates trust and confidence in humanity, attaining tools for the solution of community perceived problems, thus establishing hope for the future.

The profound function of Town Meeting is to allow the sense of community and corporateness to become visible and viable. This same sense then becomes a facet of reflection for each participant.

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# PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

1. To enable a disparate group to work together for a common goal.
2. To provide a basis upon which a community can enter the 3rd century of American Independence.
3. To unlock the thoughts of a community as the possible tasks confronting it:

The profound function of a Town Meeting is 2-fold: First of all it brings about a deeper awareness of their local community and their relationship to it. Secondly it offers a vision for their future--and for the future of civilization -- bringing about new hope.

The profound function of Town Meeting is to enable people, as a corporate group, to see that they are responsible and can make decisions that affect the future of their community, city, nation, and world.

Profound function of TM is to allow a body of people to name the indicative (their situation), then decide how to relate to this situation ('how to change it') and then to celebrate their situation and their hope for the future.

The Town Meeting allows the unheard members of society to illustrate their wisdom to the total community as well as to themselves.

TM'76 gets many existing groups planning together for bringing off a happening in their community for the whole community. Participating in the day's events yields new corporate methods and products within a new framework of existing caring groups. Individuals relate unique concerns and find their concerns and cares can be shared by all.

...the release of common wisdom  
...the recognition of the contribution offered up by every man  
...the realization that every life is unique and that as part of a whole body the journey of one man is the journey of all men.

The format is a vehicle which allows local citizens to discover that their concerns are not uniquely their own but point to a universal care in everyone. Similarly that people with like concerns can propose practical actions to meet challenges which do not have to depend on experts for implementation. Local man gets a glimpse of the latent, emerging power of the grassroots.

The profound function of Town Meeting is mass awakening. Within this mass awakening the structure of the Town Meeting transforms people's lives through a balanced process of knowing, doing, and being. The spins are the knowing dimension, the workshops the doing or action component and the interlude, plenary, and singing throughout the day are the celebrational or being dimension. The workshop structures of challenge, proposal, and corporate response, provide ontological healing to people's lives through rehearsal of life limits, possibilities, and free creation of the future. Town Meeting is a peek into the embryonic form and style of the new social vehicle. Town Meeting is a dramatization of the fact that mankind shapes his own future.

PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

A secular demonstration of everyman meaningful participation in a comprehensive plan to meet man's needs and. . .

A religious demonstration of the "greatest commandment" to love the comprehensive God, your every neighbor across the globe and your every self through corporate care to enable men to transcend his situation and live his life creatively.

The Town Meeting is a tool for mass awakening to a global context. Persons throughout the globe are called to operate out of their freedom to be responsible for their local actions as these relate to the globe. Local men and women are finding a forum for their ideas, their dreams, their creative response to the challenges of life today.

Global Community Forum is that activity whereby a group which has previously thought of itself as separated individuals, discovers that they are in fact a community of colleagues, each with their own vision, but corporately there with the power to forge a creative future.

In the initial phases, before the actual event, there is an invitation to say yes to trusting in the possibility of corporately consenting on how it is we can recover strength in the social fabric. On the day itself there is that healing experience that allows renewal of human spirit. In the ensuing days there is that opportunity for reflection that allows for the reinforcement of hope in present life and in the future.

The profound function of the Town Meeting is to bring people together. The participants bring with them all their individual hopes for the present and future, all born out of their individual past histories. Not only do they see those hopes related to a larger hope for mankind. The Town Meeting experience develops a common mind.

The Town Meeting actually demonstrates corporate decision making and effective social engagement thereby addressing the underlying paralysis, cynicism or victimism prevalent in our time. One finds the blocks to creativity removed-- he finds he IS a creative human being.

T.M. is a vehicle born of human struggle to invent a way to grasp the significance of living with neighbor. The vehicle pushes one into the crunch of confrontation with the possibility of emerging free men reborn with that insight and awareness that all of life is called to be lived in that intensity. TM demonstrates that life is a mystery to be lived and not a problem to be solved.

The profound function of the Town Meeting is to recreate the structural dynamics of polity across the world and to do so in whatever sociological forms these are acted out so that a new form of human community may begin to arise, one which transcends ideological and cultural differences and returns to every man an authentic sense of excitement about his grounding in the local situation and his responsibility for the globe.

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PROFOUND FUNCTION OF GLOBAL COMMUNITY FORUM

The profound function of Town Meeting is to allow people at all levels to feel that they are important, that they are getting their contribution into shaping the future of their country. This makes them feel worthwhile in a way that their jobs can't satisfy or their families.

The profound function of Town Meeting is to awaken within people an awareness of the gifts they have been given and of the possibilities their lives contain to enhance the lives of others.



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SOCIAL DEMONSTRATION  
MAJURO/TASC Line of Credit Account

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As Majuro moves toward self-support, particular needs have arisen which require interim help. The Trans-Atoll Service Corporation (TASC) is one of the keys to placing the Marshallese Human Development Project on sound economic ground. For the members of TASC to be able to maintain favorable purchasing terms, it is necessary to guarantee their credit. This has been done previously through a series of letters of credit. In order to get a letter of credit, the ICA has asked individuals to LOAN cash or certificates of deposit for 90 days to ICA; on the basis of this separate escrow pool, the ICA then secured the letter of credit. The first \$100,000 escrow pool thusly raised was fully repaid. TASC is again in need of such a short-term extended arrangement.

We are therefore, offering all guardians the opportunity to share in this short-term LOAN effort. There are two possible ways to participate:

- (1) Write a check for at least \$1,000 payable to "ICA - Letter of Credit Escrow Account" (Note - this method loans the money on an interest free basis with a tax deduction for said interest); or
- (2) Go to your bank on Monday, purchase a Certificate of Deposit for at least \$1,000, obtain an assignment form, endorse the assignment to ICA, and send the Certificate of Deposit and the assignment form to "ICA - Letter of Credit Escrow Account" (Under this arrangement the Certificate of Deposit will be returned and the interest on the CD will remain yours.). If you already have a CD whose maturity date is at least 90 days after October 15, 1975 you could assign it rather than obtaining a new CD.

While no arrangement is fool proof, we do expect this to be an almost risk free loan with the first optional repayment to be on or about January 15, 1976.

(circle one)

COUNT ON ME FOR \_\_\_\_ (1) IN THE AMOUNT OF \$ \_\_\_\_ for 90, 180, 270 days  
\_\_\_\_ (2) IN THE AMOUNT OF \$ \_\_\_\_ for 90, 180, 270 days

\*Put to the attention of the  
Global Social Demonstration  
Post

SIGNED \_\_\_\_\_  
(Guardian)

In any event if you have names of persons or organizations who might be interested in participating in this pool whom you want to be contacted by someone else, please list them on the reverse side of this form.

RETURN TO TEAM 17 of the SOCIAL DEMONSTRATION TASK FORCE

1. Land Farm

fertilizer:

amonia sulphate	300 lbs.
amonia phosphate	200 lbs.
super phosphate	200 lbs.

trace elements:

zinc	50 lbs.
iron	50 lbs.
boron	50 lbs.

seed:

wheat	100 lbs.
clover	50 lbs.
alphalfa	25 lbs.

3 pieces of equipment:

roto tiller	3 point linkeage 540 rpm at pto 3' to 5' wide
shredder	pto or self-powered
disc harrow	3 pto or draw bar 5' to 7' wide hard surface

2. Saw Mill

stellite tipped blade #ABC

guage 8 Kerf 932

Possible source: Disston Inc. in Philadelphia

3. Marshall Islands Business School

12 typewriters and dictating equipment (4)

4. Paint--in volumes to can in Majuro or how to make it

5. Bulk frozen meats

6. Galvanizing hot tip tank and plans for galvanizing

7. Used machine shop equipment on West Coast

8. Ferry Boats

9. Father Hacker needs inkind pews or pew plans to build out of coconut lumber

10. Specialty

Deep fat fryer--company in Chicago

11. Vegetable slicers

12. Plastic bag sealing machine

13. Tool sets

## MAJURO SUPPORT

### Major issues:

- Chipperry packaging
- \$100,000 Letter of Credit
- Handicraft Marketing
- Low-cost housing (Stahl)
- Campaign for Human Development (TSIP funding)
- Ferry Boat (Halbritter situation)

### Particular needs:

- Adhesive labels for Local Product Exchange-TASC symbol and Atoll name
- Ralik-Ratak Engine
- Stellite tipped blades for sawmill
- TASC stationary - embossed with symbol
- Office equipment for Marshall Islands Business School
- Bookkeeping and Accounting equipment and supplies
  - Safeguard supplies and procedures
- Magazines and Newspapers
- Paperback books - supplier for retail sales
- Chipperry Equipment
- Soap manufacturing equipment
- Paint supply
- Bulk frozen meat
- Shark meat markets
- 400# clover seed
- assorted seeds - fruits, vegetables and flowers
- Fertilizers
- Nitrates
- regular supply of Hydrochloric acid for shark skull cleaning and processing
- Metric conversion calculator
- Varigraph
- Printing equipment
- Supply of containers for liquid products (Coconut syrup, Jokra etc.)
- Heat sealer
- BHT preservative information
- Galvanizing hot dip tank, processing method and equipment
- Used Machine shop equipment
- Iron and steel supply
- Hard bound note books
- Cardex systems and cards supply
- Reefer/Chill van
- Back up data on other funding sources, grants etc.
  - Development banks
  - Corporations who invest in underdeveloped countries etc.
- Equipment for putting designs on T-shirts
- 8 Eafnir Bearings W207-pp

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