



## THE INSTITUTE OF CULTURAL AFFAIRS

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

March 10, 1976

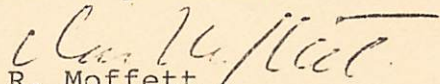
Dear Guardians,

On April 9 we will gather for our 10th Guardian Consult. The fact that the winds of fate would see to it that our 10th such meeting would take place at this particular time in history is most propitious. The circumstances, both globally and in the U.S., have created a unique sense of clarity and emphasis on the utter necessity for citizen participation in creating the new human society. The 'welfare' bureaucracy has proved inadequate. The social process cornerstone of community has crumbled--self interest and individualism have become intolerant of and uncaring about the society on which they depend. The values that support any society - that foster 'trust - that mean integrity - are forgotten, ignored or demeaned as being impractical. The business community isn't trusted, the political isn't respected, and people are frustrated to the point of being willing to participate in creating change. So, as we come together, there is focus on common needs, an indication of 'readiness' and a feeling that now is a time of unusual opportunity.

The Town Meeting and Social Demonstration projects are proceeding as their top priority status demands. We'll talk about them and future implications. Perhaps it is also time for us to consider the guardian future in terms of - 'Regional' construct - Direct impact (ie, place of employment) - Expansion of the guardians - Areas of emphasis - What is the guardian direction? - Story?

I look forward to seeing you April 9-11.

Take care of yourself,

  
Donald R. Moffett

PS: A portion of the time during the 10th Guardian Consult will be spent working in the arenas that are on the enclosed Social Demonstration Program Arenas: Practical Expertise Grid. Would you mark your 1st, 2nd, and 3rd choices (mark in the small boxes) according to your own expertise and knowledge - and return with the reply card. Even if you are unable to attend the Guardian Consult please return the marked grid with your reply card for future reference.



CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT

March 29, 1976

This letter details the plans for an "extra day" for health professions guardians. These plans were made in response to a clear indication from the physicians, nurses, dentists, vetrinarians, psychologists, and spouses attending the last guardian meeting. The meeting is open to any persons who choose to attend and participate.

A schedule for this meeting is on the back of this sheet. These plans have been presented to the planning task force of guardians meeting at the Chicago Nexus as they prepare for the April guardians meeting, and have been enthusiastically encouraged as a demonstration model of the potential power of the various professions within the overall context of the Guardians.

You need to bring with you to this consult:

1. publicity and planning materials and written reports on any health related Movement tactics you have participated in.
2. whatever articles you have discovered to be "key" in your brooding over the role of health care in the social process.
3. the address of every organization you can think of that we should be in contact with either for specific supplies or for data interchange.
4. possible leads for funding of medical care which might be able to carry along some of the costs of administration of a comprehensive community reformulation program.

This weekend will certainly be a time of visions and dreaming of the future. Spouses are certainly invited to this event and will be expected to participate. We will be looking forward to your arrival.

Grace and Peace,

Harry Bliss, M.D  
Ken Gilbert, M.D.

Congregating Thursday night, April 8, 1976

To expedite our gathering, we have reserved a Hospitality Room at The O'Hare Inn (recently taken over by Ramada Inns) 6600 Mannheim Road. The Ramada courtesy car runs every 15 minutes from the lower level of the airport and you are expected to use this service to get yourself to the Inn. Most of you will be coming straight from work and can count on facilities to freshen up after you arrive. The Inn has a sauna and indoor pool which appears to be ours to use. There will be a self-serve, self-pay bar in the room.

The room will be available at 4:00 PM Chicago time. We will begin dinner in their restaurant at 8:00 PM. Between your arrival and 8:00 there will be an ongoing informal swap session. See letter on opp side for your part in this swapping session. Anything you want to get into our common stew needs to be with you and available for this initial exchange.

We will be leaving by bus about 9:30, so even if you miss dinner, you can make it to the Ramada: O'Hare Inn for transportation to Chicago Nexus. Incidentally, the Inn lists the group as Institute for Cultural Affairs. Inn phone is 827-5131

Manual Preparation Friday Morning, April 9, 1976 8:30 to 12:30 AM

We will be compiling this manual for the perspective of a medically untrained prior of a Social Demonstration Project. You are assigned to prepare yourself for the arena circled below. We will be meeting in the University of Illinois Health Sciences Center Library conference room 303. The library resources will be there to back up scanty homework.

- |  |   |
|--|---|
| I. Public Health Statistical indices<br>evaluation of health needs of a<br>community - and the role of health<br>as a block to community progress. | IV. Nutrition<br>minimum nutrition requirements<br>alternative options for fulfilling<br>those requirements<br>food values tables for field work. |
| II. Sanitation<br>sewage management, water supply,<br>sterilization/cleaning procedures,   | V. Maternal care and family planning  |
| III. Infectious disease/parasite control<br>innoculation rational and usual<br>schedule of inoculation.<br>Community control of parasites.         | VI. Diseases of environmental stress<br>including psychosomatic illness,<br>accidents and suicide   |
|  | VII. Appendix<br>Health Resource agencies, health<br>provision foundations.   |

Health Node Context Friday noon, 1:00 to 2:00 PM Chicago Area House  
a review over lunch of the history of the vision of the Health Outpost  
within the context of a comprehensive Social Process.

Field Observations Friday from 2:00 to 4:00

What happens when Movement Methods and presuppositions are intersected with health systems? If we were to build a health system "from the ground up", what would be most effective? Observations of functioning clinics are intended to break us loose from the "medical center" mentality that we were all trained in. Persons who have been on different observation trips will return at 4:00 to engage in art form conversations on what was seen - and to begin brooding on forms of health care for the future.

Opening Meal of the April Guardians Meeting in North America 6:30 PM Friday, April 9.



GUARDIAN PLANNING

INITIAL RECOMMENDATIONS

I. KITCHEN

VALUES: Kitchen completed renovation/equipment & decor  
Imaginative menu  
Exciting enabling enablers  
Serve hot food hot and cold food cold

RECOMMENDATIONS:

Refrigeration , food prep areas renovation complete  
Inventory storage of glassware, silverware, coffee pots,  
uniform condiment, service, take appropriate action.  
Light/colorful menus (say spring)  
Every meal some meat  
Build menu  
Student House serving: image--southern charm/white glove  
Assignment made imaginably--charm school, interview

II. BAR

VALUES: Make Money  
Careful assignment of bar tenders/sober/accountable  
Perpetual cleaning of space  
One team for entire weekend  
Lighting equipment appropriate setting  
Adequately stock  
Careful contexting of week two team  
Assign Guardian for bartenders

RECOMMENDATIONS:

Careful contexting and assignment of teams to include guardian participation  
Model for booze ordering--check existing models  
Order early on consignment  
Order plastic glasses at discount source  
Tues Meeting for all guns  
Team task include perpetual cleaning--in-house week II service  
Spigot measuring of drinks  
Time for premixing drinks (5-6 hours for prep)  
Space/cash flow/ liquor lock up)

III. SPACE

VALUES: Perpetual cleaning  
Smooth serving  
Rationale for meeting space/effective meeting space  
Outside appearance inviting  
Lounge space available  
Intentional updated decor  
Traffic patterns enabling  
Any rented or inkind equipment in building by Thurs.

RECOMMENDATIONS:

Move preschool and people off 6 and 2  
Build chart of total building--walking tour  
Request week II assignments in advance  
Guns assigned and contexted in advance  
Week one repair time week 13 (team assigned)



## SPACE

### RECOMMENDATIONS:

- One weeks construction time by Victor on 6th floor
- Major guns assigned in preparation teams wk 12
- Second floor prepared for welcoming Friday

## IV. BUDGET & REGISTRATION

### VALUES:

- Registration fees collected
- Easy registration
- Materials available
- Open registraton--early & late manning
- Use available resourses
- Inkind alerted relative to needs by week 12
- Registration preparation in advance

### RECOMMENDATIONS:

- Check previous models--revise
- System of registration that insure payment ( name tag/ admission to guild hall)
- Packet contents ready to print by close of next weekend
- Step by step registration model
- Computor data printed out in advance ready for packet insertion
- Packets name tagged
- Budget plan presented to Finance Commission wk 12
- Registraton in 1st floor lounge

## V. PRODUCTION

### VALUES:

- Adequate troops assigned in number and skills
- Recording/transcribing/printing assignments
- Smooth servanthood
- Quality of printed materials
- Manned typing pool
- Use of Guardians

### RECOMMENDATIONS:

- Model for necessary troops
- Define task
- Laison model between weekend coordination and printshop

## VI. DECOR

### VALUES:

- Image of Kitchen and bathrooms
- Less is more
- Revitalizing existing decor
- Lighting consideration in Guild Hall
- Artful first floor space

### RECOMMENDATIONS:

- Updating existing decor
- Murals on 2nd floor
- Elevator space/existing decor evaluated
- Newspaper montage of town meeting
- Documents available on T. M.
- Turn library into Town Meeting show piece
- Model for meal decor
- Three campaigns pushed-- primal community photo display
- Hallway to kitchen plan
- Wk 12--each post update/re-evaluate existing decor
- Venilation for great hall
- meal decor model created/ meal altar decor

## VII. NEEDED MATERIALS

### VALUES:

- Manageable number
- Focus on edge methods
- Prepackaged/bound
- Set of consult documents
- Pay registration fee first
- Be comprehensive--TM/SD
- Working materials hand out when needed
- Quality appearance

### RECOMMENDATIONS:

- List of handouts
- Production model
- Packet enclosures

## VIII. INVITATION TRACKING

### VALUES:

- Have non-North American Guardians
- Geographic spread
- Area cities represented
- Canadians here
- Old hands here/ special invitations
- First timers
- TM guardians/ SD guardians
- Numbers goal
- Tracking board
- Expertise represented
- Consult participants--SD
- 5th city consultants here

### RECOMMENDATIONS:

- Design for public board--screen expertise, geography, numbers
- Calling model/ team/ guardians calling
- Calling rationale
- Assign priors to consult

## IX. CONSULT ASSIGNMENTS

### VALUES:

- Best possible workshop leaders
- New faces reporting
- Clear nexus participant assignments ( enablement/ attend)
- Best cooks in the kitchen
- Responsible bartenders/ guardian bartenders
- Rational workshop assignments
- Printed assignments
- Symbolic dimension of guardians
- Guardians in coordination during weekend
- Guardian assignments known in advance
- Geographic spread of leadership assignments
- Photographer assigned

### RECOMMENDATIONS:

- Training session workshop leaders-- Fri am-- April 9
- Designated chaste enablement--small teams
- Reports, spins, workshop leader assignments made this week II
- Week 12 coming--decided and here
- Names with rationale for leadership
- Think through self conscious regional guardian dynamic
- Practical orchestration assignment model



## X. CONSULT CONTENT

### VALUES:

- Report on the bull, Majuro
- Report on Conference Center
- Reporting night-like priors debriefing
- Practical engagement focus, what we are going to do
- Everyone leave with an assignment
- Sign up sheets--guardian travel to SD sites as expert/consultants
- Both TM and SD dealt with
- Exercising practical expertise where possible
- Weekend builds its content and implements it
- Getting wisdom in about Summer 76
- Clarity on one thrust---knowing the facts
- Guardian odyssey
- Clear spins on profundities under the task
- Clear context on 5th city consult
- SD consult assignment - schedule next year
- Deals in actual contradictions and everyone knows it
- Reporting on EDGE

### RECOMMENDATIONS:

- week 12 session with guardians planning
- Brainstorm all possible ways guardians are practically engaged now
- Task Force assigned to struggle through this

## XI.. CONSULT DESIGN

### VALUES:

- Needs a different feel--rhythm of meals
- Teams of 20-25
- Time for expertise groups
- Time together as whole group
- Plenaries more working sessions than reporting
- Sat. evening celebration
- Starting every meal on time

### RECOMMENDATIONS:

- Overall time design
- Team rationale abstract
- Workshop rationale built
- Hosting assignment
- Master enablement image
- NAIL THINGS DOWN week 12--count down model
- Overall mock up of evening relative to methods

## XII. CONSULT SPIRIT

### VALUES:

- Work off of chart of Fri. evening (Theme, Style of Consult)
- Commonality of TM and SD as awakening
- Risk and responsibility
- Vocation --how freight
- Use of JWM
- Group singing
- Bar style crucial
- Invisibility
- Self conscious secular rituals
- Perpetual occasioning of awe
- Powerful sendout
- As profound an awakening event as SD consults and TM

## XII. CONSULT SPIRIT

### VALUES:

Profundity under the task  
Always start with the edge

### RECOMMENDATIONS:

Create a songbook--pick the songs  
Create rituals  
Spins created  
Contexts designed  
Task Force assigned to push whole arena

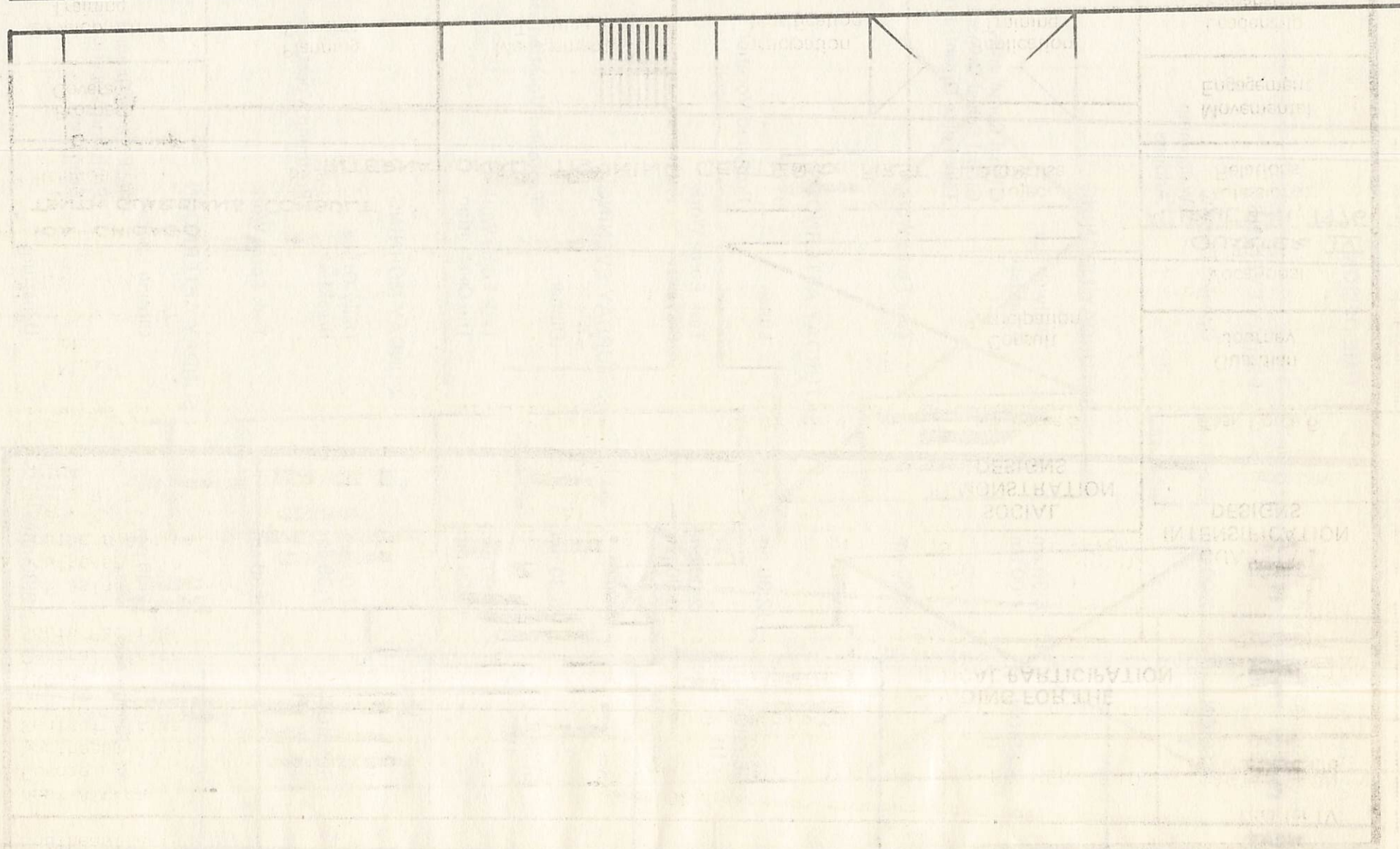


SESSION I	<div>FRIDAY EVENING</div> <div>7:00 pm</div> <div>Opening Dinner</div> <div>Welcoming Address</div>
SESSION II	<div>SATURDAY MORNING</div> <div>6:30 am</div> <div>7:00 am</div> <div>Daily Office</div> <div>Breakfast</div> <div>Global Community Forum Report</div> <div>Global Social Demonstration Report</div> <div>Task Force Organization</div> <div>8:30 am</div> <div>Task Force Work</div>
SESSION III	<div>SATURDAY AFTERNOON</div> <div>12:30 pm</div> <div>Lunch</div> <div>Profound Vocation as Mission</div> <div>2:00 pm</div> <div>6:00 pm</div> <div>Task Force Work</div> <div>Prayers</div>
SESSION IV	<div>SATURDAY EVENING</div> <div>6:30 pm</div> <div>Dinner</div> <div>Profound Vocation as Profession</div> <div>8:00 pm</div> <div>10:00 pm</div> <div>Task Force Work</div> <div>The Celebration</div>
SESSION V	<div>SUNDAY MORNING</div> <div>7:00 am</div> <div>7:30 am</div> <div>Daily Office</div> <div>Breakfast</div> <div>Profound Vocation as Career</div> <div>8:30 am</div> <div>Task Force Work</div>
SESSION VI	<div>SUNDAY AFTERNOON</div> <div>12:00 pm</div> <div>Closing Lunch</div> <div>Task Force Reports</div> <div>Profound Vocation as Generalship</div> <div>Send Out</div> <div>2:30 pm</div> <div>Departure</div>

ICA CHICAGO  
TENTH GUARDIANS CONSULT

QUARTER IV  
APRIL 9-11, 1976

INTERNATIONAL TRAINING CENTER: FIRST FLOOR





*Oat Scott*

ICA: Chicago  
Tenth Guardian Consult

MEAL CONSTRUCT

Quarter IV  
April 9-11, 1976

HOSTS	FRIDAY DINNER	SATURDAY BREAKFAST	SATURDAY LUNCH	SATURDAY DINNER	SUNDAY BREAKFAST	SUNDAY LUNCH
	DAVID WOOD	JOAN SEACORD	BETTY PESEK	SHERRI THORSON	TOM WHITSETT	DON MOFFETT
	DON MOFFETT	CLANCY MANN	CHARLES BUSH	HARRY BLISS	SCOTT STAHR	ROD WILSON
SONGS	THE VISION #9 ISLE OF DOGS #25 CREATE THE NEW WAY #7	THE LORD'S RESURGENCE OF NORTHUMBRIA #12 WHEN YOU ARE AWARE #15	THE SIGN #3 CONSIDER A NEW DAY #18	ON A CLEAR DAY #3 RALIK-RATAK #26	NEVERTHELESS #4 MARCHING SONG OF IRON MEN #11	AT THE CENTER TRANQUIL #14 A NEW DAY #17 WHEN IRON MEN GO MARCHING IN. #22
	KAZANTZAKIS "THROW OF THE DICE"	LOCAL MAN SPEAKS  DETROIT TOWN MEETING.	LOCAL MAN SPEAKS  MALIWADA ELDER	LOCAL MAN SPEAKS  YOUNG MAN FROM KAWANGWARE	LOCAL MAN SPEAKS  MAN FROM ISLE OF DOGS	ANTIGONE
	MOFFETT: BEING A GUARDIAN TODAY.  J. W. M.	REPORTS: SOCIAL DEMONSTRATION - GOODJER  GLOBAL COMMUNITY FORUM - CARUSO	SPIN: VOCATION AS MISSION - BUSH	SPIN: VOCATION AS PROFESSION - BLISS	SPIN: VOCATION AS CAREER - STAHR	TASK FORCE, REPORTS  SPIN: WILSON -  VOCATION AS GENERALSHIP
ANNOUNCEMENTS	1. REGISTRATION AND HOUSING 2. 2nd FLOOR UNTIL 11.30 p.m. 3. DAILY OFFICE AT 6.30 a.m. WAKE UP AT 6.00 a.m. 4. BREAKFAST HERE AT 7.00 a.m.	MANN: \$1.8 MILLION  1. MEETING SPACE 2. LUNCH HERE AT 12.30 p.m.	HILL: SIXTH FLOOR  1. TASK FORCES RECONVENE AT 2.00 p.m. 2. PRAYERS AT 6.00 p.m. 3. DINNER AT 6.30 p.m. HERE	SUGG: PACLAMAR MAJURO  1. CELEBRATION AT 10.30 p.m. 2. DAILY OFFICE AT 7.00 a.m. 3. BREAKFAST HERE AT 7.30 a.m.	VANCE: FIFTH CITY CONSULT  1. TRANSPORTATION TO AIRPORT 2. PRODUCTION 3. LUNCH AND REPORTS HERE AT 12.00 p.m.	SEND  OUT

1. As people gather in the Guild Hall they will be seated.
2. Don Moffett says a word of welcome and asks David Wood to begin the evening.
3. David will mention the packet and lead the group in singing:
  - Song #9 - The Vision (no context)
  - Song 25 - Isle of Dogs (give brief context about the creation of songs in the consults. Sing thru twice.)
4. Meal Context: Read from Kazantzakis - who has given us the poetry that captures the significance of our moment.

As soon as you were born, a new possibility was born with you, a free heart-beat stormed through your race. Whether you would or not you brought a new rhythm, a new desire, a new idea, a fresh sorrow. You have a great responsibility. You do not govern now only your own small, insignificant existence. You are a throw of the dice on which, for a moment, the entire fate of your race is gambled. Every thing you do reverberates throughout a thousand destinies. As you walk, you cut open and create that river bed into which the stream of your descendants shall enter and flow.
5. Let us eat this meal in acknowledgement of the resurgent times into which we have been born. Let us feast.
6. Don Moffett: Being a Guardian Today
7. David has group sing #7 - Create a New Day
8. JWM talk
9. Don gives Task Force Orientation and makes the following announcements:
  - a. Registration and housing for those who have arrived since dinner
  - b. Bar is open until 11:30 on the 2nd floor.
  - c. Daily Office in the morning at 6:30; wake-up at 6:00am.
  - d. Breakfast will be here in the Guild Hall at 7:00am.
10. See you in the morning.

1. As people gather in the Guild Hall they will be seated.
2. Joan Seacord greets the group and leads the singing:

Song #12 - The Lord's Resurgence of Northumbria  
Song #15 - When You Are Aware

3. Meal Context: Local Man Speaks: I'd like to read a statement from a citizen of Detroit, Michigan.

Citizens across the land are crying inside for an opportunity to express their opinions and ideas in a meaningful way. I think that a great dis-service exists toward the public in calling them apathetic, that they don't really care about the social and political events that are happening around them. They do care! They are not apathetic! What the public is looking for is a true forum, where their opinions are heard, not just entering one ear and out the other. This is the kind of forum people have been searching for over the past several years of public doubt. We have hope again.

4. Rite: Let us eat this meal in the company of those around the globe who care. Let us feast.
5. Clancy Mann calls for reports to be given.
  - a. Global Community Forum: Ray Caruso
  - b. Global Social Demonstration: Bill Goodjer
6. Clancy makes announcement about \$1.8 million for Marshalls Human Development Project being signed into law by President Ford.
7. Don makes the following announcements:
  - a. Meeting space for Task Forces which will meet at 8:30am.
    1. Funding System - Development Centrum
    2. Global Supply - Research Centrum
    3. Local Management System - Management Centrum
    4. Community Forum - Operations Centrum
    5. Social Demonstration - Research Centrum
    6. Guardian Intensification - Library
  - b. Lunch will be here in the Guild Hall at 12:30pm.
8. Joan stands at the table and sends the group into a day of engagement with a motto - "Move it, Move it, Move it."

1. As people gather in the Guild Hall they will be seated.

2. Betty Pesek greets the group and leads the singing:

Song # 3 - The Sign (no context)

Song #18 - Consider a New Day (a song written at a Town Meeting)

3. Meal Context: Local Man Speaks: From the Village of Maliwada, I'd like to read something said by a village elder:

We have a new vision. In the past few days there is a new power generated within us. Before that, our image was that we were a dying people, a dying community. I think that we had few hopes that we could rise up. But in the last few days we have seen that we can indeed be a new people. Through our full cooperation and increasing efforts we will see that this will be a new community once again.

4. Rite: Let us eat this meal in appreciation of the global consciousness of the 20th Century. Let us feast.

5. Charles Bush: Profound Vocation as Mission

6. Sheldon Hill reports on 6th Floor (unannounced)

7. Don makes the following announcements:

- a. Gather in our Task Forces at 2:00pm.
- b. Prayers are at 6:00 pm. Give location of Prayer Room - corner room past bank of files.
- c. Dinner promptly at 6:30 in this room.

8. Betty stands at table and sends group out to afternoon work - the continuation of our great adventure.



1. As people gather in the Guild Hall they will be seated.
2. Sherri Thorson greets the group and calls attention to the survey at each place - we'll fill those out later in our meal. Let's sing.

Song # 3 - On a Clear Day (no context)

Song #26 - Ralik-Ratak (from Majuro - the names of the mountain chains of the Marshalls - the "Sunrise (eastern) and Sunset (western))

Ask for group to come out to sing song #26 - Kwangvung II - a love song to the village in Korea. The group will sing it through once - then everybody sing it.

3. Meal context: Local Man Speaks: Tonight I want to share with you some comments of a young man who lives in Kawangware.

It was a real surprise to visit a very old man who is so grateful that there can be new life here. He told me that the old times were good. We asked him what made it good for I find that in the this community there is the desire to revive this goodness for the new life of the community. The elder said a community that has no unity can be disintegrated at the throw of a stone. But he said if we build together, regardless of any difference, anything can happen. Those of us who have met here this week know this community and care about it. I am grateful that we here form unity and new direction.

4. Rite: Let us eat this meal in celebration of the care that is being expressed all over the globe in local community engagement. Let us feast.
5. Harry Bliss: Profound Vocation as Profession.
6. Skit on "A Day in the Life of a Guardian" (unannounced)
7. Lee Sugg reports on Paclomar Majuro (unannounced)
8. Sherri stands and calls attention to the survey at everyone's place. The Task Forces have created this survey to insure that every one's information is put into our weekend's work.
9. Don makes the following announcements:
  - a. Celebration on second floor after 10:30 pm - work.
  - b. Daily Office tomorrow at 7:00 am (a half hour later) Wake up at 6:30.
  - c. Breakfast here at 7:30.
10. Sherri stands and sends the group into the evening.

1. As people gather in the Guild Hall they will be seated.
2. Tom Whitsett greets the group and leads the singing.

Song # 4 - Nevertheless (no context)

Song #11 - Marching Song of the Iron Men (the Fifth City Consult begins tonight.)

3. Meal Context: Local Man Speaks: Listen to what a crane operator on the Isle of Dogs had to say.

Now I have a new reason to keep the walls and the docks that are here. Now I know people from all over the world. Now I feel at home on my own island. This week has given me a reason for living. I've been welcomed back to my own island.

Rite: Let us eat this meal in gratitude on the concrete tasks in every life that work together to build civilization. Let us feast.

5. Scott Stahr : Profound Vocation as Career (unannounced)
6. Neil Vance announces the 5th City Consult (unannounced)
7. Don makes the following announcements:
  - a. Sign up for transportation to the airport.
  - b. Production
  - c. Gather here for final lunch and reports of the Task Forces at 12:00.
8. Tom stands at the table and sends the group into the day to finish the work of the weekend.

1. As people gather in the Guild Hall they will be seated.
2. Don Moffett greets the group and leads the singing.

Song #14 - At the Center Tranquil

Song #17 - A New Day

3. Meal Context: Our moment of passion and engagement in the social process is unique in its form but not in its fact. I'd like to read from Antigone.

There had to be one man who said yes. Somebody had to agree to captain the ship. She had sprung a hundred leaks; she was loaded to the water line with crime, ignorance, poverty. Was that a time, do you think, for playing with words like yes or no? You grab the wheel, you right the ship in the face of a mountain of water. You shout an order, and if one man refuses to obey, you shoot straight into the mob. Into the mob, I say! The thing that drops when you shoot may be someone who poured you a drink the night before; but it has no name. And you, braced at the wheel, you have no name, either. Nothing has a name -- except the ship, and the storm.

4. Rite: Let us eat this meal in salute to those past, present and future with whom we join hands and call Those Who Care. Let us feast.
5. Don stands and calls for the reports of the Task Forces. Ask the six reporters to come up.
  1. Inclusive Funding Systems
  2. Global Supply Systems
  3. Global Management Systems
  4. Community Forum Designs
  5. Social Demonstration Designs
  6. Guardian Intensification Designs
6. Don comes out to lead the singing of Song #3, The Sign, to celebrate the work we have done.
7. Rod Wilson: Generalship - Our Marching Orders.
8. Don has the group stand and sing Song #22 - When Iron Men Go Marching In.
9. Send Out.

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QUARTER IV

TENTH GUARDIANS CONSULT

## JOURNEY OF THE GUARDIAN CONSULTS

APRIL 9-11, 1976

YEAR		1972		1973		1974		1975	
DATE AND ATTENDANCE	JANUARY	MAY	NOVEMBER	APRIL	OCTOBER	APRIL	OCTOBER	APRIL	OCTOBER
	33	45	80	200	200	225	225	300	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 DEMONSTRATN WITH CONSULTANTS	FRAMING THE TOWN MEETING	ENGAGING PRACTICALLY IN THE MOVEMENT
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	EXPERIENCING TOWN MEETING AS A PROFOUND TOOL
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 FUTURE	THE GLOBE CALLS FOR NEW CULTURAL FORMS	THE GLOBE CALLS FOR RADICAL DECISIONS	THE GLOBE CALLS FOR INTENSIFIED ENGAGEMENT	THE PARAVOCATIONAL RESPOND TO THE GLOBE
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	BRINGING OFF THE THREE CAMPAIGNS
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	BEING THE SIGN



PROVIDING FOR THE PRACTICAL NEEDS			PROVIDING FOR THE PRACTICAL PARTICIPATION		
I  INCLUSIVE FUNDING SYSTEMS  Task Force 1	II EXTENDED SUPPORT SYSTEMS		III EXTENDED ENGAGEMENT DESIGNS		IV  GUARDIAN INTENSIFICATION DESIGNS
	GLOBAL SUPPLY SYSTEMS  Task Force 2	LOCAL MANAGEMENT SYSTEMS  Task Force 3	COMMUNITY FORUM DESIGNS  Task Force 4	SOCIAL DEMONSTRATION DESIGNS  Task Force 5	Task Force 6
Market Definition	Goods Procurement	Basic Policies	Program Acceleration	Consult Participation	Guardian Journey
Organization Forms					Vocational Impact
Guardian Relationship	Equipment Supply	Financial Instruments	New Story	Project Expertise	Professional Relations
Prospect Coverage					Movemental Engagement
Development Training	Planning Systems	Management Training	Participation Intensification	Replication Training	Leadership Expansion
Task Forces					Functional Forms
Four-Year Plan	Coordinated Communications	Information Exchange	Information Storage	Coordinated Assignments	Global Network

INCLUSIVE FUNDING  
TASK FORCE 1

In the face of a new missional orbit that includes the mass impact of Global Community Forum and the extensive implementation of Global Social Demonstration, a new funding apparatus is now required. In many North American cities development task forces are emerging that include both regional consultants and ICA staff. The task is to design a rationalized system of funding the entire missional demands of the next four years. The products of this task force include a designation of funding sources necessary for the next six months and assignment of regional development consultants with specific funding objectives and operational guidelines.

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY NIGHT	SUNDAY MORNING
REVIEW FISCAL STATUS	DESIGN MARKETING STRATEGY	REFINE SPECIFIC OBJECTIVES	DEFINE CONSULTANTS TASK

<ol style="list-style-type: none"> <li>1. Review the history of Institute funding and the present operational systems and markets of development.</li> <li>2. Project the funding needs for the next four years.</li> <li>3. Create a screen for potential new markets.</li> <li>4. Create an expansive list of potential new markets.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review recent successful marketing ventures.</li> <li>2. Evaluate the above discerning components necessary for success, such as webbing and clout.</li> <li>3. Prioritize the new markets and select the five most critical for the next six months.</li> <li>4. Create procedural steps for gaining entrance into the five critical markets using the components discerned in Step 2.</li> </ol>	<ol style="list-style-type: none"> <li>1. Delineate the basic objectives for the next 6 months of funding.</li> <li>2. Determine the basic issues and contradictions in reaching these objectives.</li> <li>3. Propose effective strategies for overcoming the contradictions.</li> <li>4. Evaluate and project an effective tracking system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Define the roles and responsibilities of ICA staff and regional consultants.</li> <li>2. Create a six month coordinated calling rationale for staff and consultants.</li> <li>3. Determine the key principles, elements, and methods of effective development calling.</li> <li>4. Reflect on the implications of this weekend.</li> </ol>
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The turn to Global Social Demonstration has brought into sharp focus the specific material needs of Human Development projects. Many of the items are readily available in kind or at low cost somewhere in the world, but their absence on site stymies local economic development. The task is to deliver the goods where they are needed. The product of this Task Force will be a 6-month battle plan with assignments for acquiring and delivering essential equipment to every Social Demonstration site.

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY NIGHT	SUNDAY MORNING
DETERMINE ESSENTIAL NEEDS	SELECT PRIORITY RESOURCES	CREATE ACQUISITION STRATEGY	ASSIGN CONTACT TEAMS

<ol style="list-style-type: none"> <li>1. Read and discuss program paragraphs</li> <li>2. Analyze the needs chart</li> <li>3. Select the most urgent and catalytic clusters of needs</li> <li>4. Identify the issues encountered in supplying those items</li> </ol>	<ol style="list-style-type: none"> <li>1. List alternative sources of priority goods</li> <li>2. Prioritize available sources considering such factors as transport, surplus stock and entrees.</li> <li>3. List alternative transport resources for delivery of items</li> <li>4. Select the most accessible system for delivery from point of procurement to the demonstration site</li> </ol>	<ol style="list-style-type: none"> <li>1. Build a chart showing targeted sources and key personnel to be sold on supplying the various goods and services.</li> <li>2. Brainstorm entrees to the sources and list on the chart</li> <li>3. Prioritize alternative entre routes to key suppliers</li> <li>4. Determine best visitation methods</li> </ol>	<ol style="list-style-type: none"> <li>1. Assign teams to begin the visitation</li> <li>2. Set target dates for initial and follow up visits</li> <li>3. Construct a simple timeline showing the acquisition and delivery dates of all priority items</li> <li>4. Rehearse effective pitches and stories that insure positive responses.</li> </ol>
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Each of the Global Social Demonstration projects involves an element of local economic development that begins to relate the local man to the larger and highly complex economic system. But he lacks the training and skills for effective operation in this milieu. The task is to equip him with practical directives that will permit him to function creatively in local business, small industry and fiscal services. The product of this task force will be a manual of principles, guidelines and procedures for local financial operation in Human Development projects

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY NIGHT	SUNDAY MORNING
Determine Essential Issues	Recommend Common Guidelines	Refine First Draft	Devise Implementing Plan
<ol style="list-style-type: none"> <li>1. Review the orientation materials to determine the types of financial operations underway or projected.</li> <li>2. Discuss the futuristic implications of these ventures.</li> <li>3. Brainstorm the current issues requiring attention in insuring their effectiveness.</li> <li>4. Gestalt into arenas of issues which become outline of document.</li> </ol>	<ol style="list-style-type: none"> <li>1. Talk through each issue arena until recommendations are reached which would apply to all projects.</li> <li>2. Break into groups and push recommendations into detail.</li> <li>3. Gestalt recommendations into sub-categories and write first draft paragraphs.</li> <li>4. Take the sections to production for duplication before the next session.</li> </ol>	<ol style="list-style-type: none"> <li>1. Corporately review and critique the initial draft.</li> <li>2. Return sections to groups to incorporate the necessary changes.</li> <li>3. Read the document for final editorial polishing.</li> <li>4. Reflect on the uses of this manual.</li> <li>5. Determine the accountability mechanism for insuring the use of the manual.</li> </ol>	<ol style="list-style-type: none"> <li>1. List elements of training necessary to implement manual recommendations.</li> <li>2. Design a training scheme for launching the recommended procedures including use of Guardians as trainers.</li> <li>3. Turn work in to Production.</li> <li>4. Discuss the implications of this manual.</li> </ol>



COMMUNITY FORUM DESIGNS  
TASK FORCE 4-A

The acceleration of the Town Meeting is making necessary the storing of essential data. Future acceleration, funding and analysis of the emerging grassroots consensus are directly dependent on having an operational data system. Preliminary steps have been completed and the results are compiled in a data system manual. The task is to accomplish the final stage of setting up the system. The product of this task force will be the selection of appropriate equipment, the naming of available sources and assignments to acquire the necessary equipment and services.

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY NIGHT	SUNDAY MORNING
TARGET REQUIRED SYSTEMS	DEVISE ACQUISITION PLAN	ACTIVATE PROCUREMENT STRATEGY	DELINEATE SPACE NEEDS

1. Review and re-reflect on the data system report 2. Define the global criteria for a system that will meet present and projected needs 3. Discuss available systems capable of meeting the needs 4. Select and name the specific systems that have this capacity	1. Discuss the feasibility and the issues involved in procuring the system in kind 2. List the contacts for each alternative system who are in a position to grant an in kind request 3. Select those people who are prime entrees into these contacts 4. Assign persons to contact the prime entrees.	1. Locate geographically the sources of the equipment being solicited 2. Secure whatever clearance and previous relationship data that is available on the targeted sources 3. Formulate a detailed transportation plan for delivery of the equipment to Kamper 4. Build a delivery timeline	1. List the requirements of space and personnel to operate the system 2. Recommend the centrum which would be charged with keeping it operational 3. Discuss alternatives for insuring the adequate maintenance of the equipment 4. Pull together a phasing chart that holds the stages from initial call through equipment installation.
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GUARDIAN EXCHANGE SCHEME  
TASK FORCE 4B

The Community Forum across North America has accelerated to a level that requires the immediate involvement of large numbers of troops to maintain the present momentum. The task of this group is to create and activate a scheme of exchange for utilizing additional guardian participation. The product will be the national assignment chart that holds the exchange scheme.

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY NIGHT	SUNDAY MORNING
DESCRIBE PROEJCT NEEDS	DEFINE EXCHANGE STRATEGY	DESIGN EXCHANGE SCHEMES	DESIGNATE PERSONNEL AVAILABILITY

<ol style="list-style-type: none"> <li>1. Discuss together the present vision of Town Meeting</li> <li>2. List the project needs in the arena of personnel</li> <li>3. Select the 2 major needs from list</li> <li>4. Delineate in a list the various roles of personnel for these major roles</li> </ol>	<ol style="list-style-type: none"> <li>1. Brainstorm elements of an exchange strategy</li> <li>2. Define the task arenas in this strategy</li> <li>3. Specify and group the geo-social aspects of this strategy</li> <li>4. Write up the description of the task and design a questionnaire</li> </ol>	<ol style="list-style-type: none"> <li>1. Create the exchange rationale</li> <li>2. Build the assignment plan</li> <li>3. List the present personnel availability</li> <li>4. Create an assignment draft</li> </ol>	<ol style="list-style-type: none"> <li>1. Discern the actualizing steps of the exchange</li> <li>2. Select and designate 5 miracles of actualization</li> <li>3. Draw the assignment chart</li> <li>4. Finalize the assignment chart and group report</li> </ol>
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COMMUNITY FORUM DESIGNS  
TASK FORCE 4C: NETWORK CULTIVATION PLAN

Town Meeting '76 has generated phenomenal response on the part of networks across the nation. Structures such as national service clubs, state and regional governmental agencies and labor unions have endorsed Town Meeting as an effective community involvement program. There are indications that public institutions (educational, penal, senior citizen, military, youth agencies) and corporations may be additional networks to explore. The task is to convert this actual and potential endorsement into local sponsorship. The products of this task force are a prioritized list of networks able to sponsor local Town Meetings and an assignment of Guardian consultants to establish local sponsorship from the various networks.

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY NIGHT	SUNDAY MORNING
EXPAND NETWORK LIST	DELINEATE CULTIVATION TASK	CLARIFY GUARDIAN ROLE	CREATE NETWORK ASSIGNMENTS

<ol style="list-style-type: none"> <li>1. Review information on present network endorsements, noting the network, its level of endorsement and its local potential</li> <li>2. Brainstorm additional networks that are potential for endorsement, sponsorship and funding</li> <li>3. Evaluate the two lists prioritizing the networks as offering hard or soft possibilities for local TM sponsorship</li> <li>4. Discuss how best to use networks in the Town Meeting campaign</li> </ol>	<ol style="list-style-type: none"> <li>1. Brainstorm elements of the task of moving a network from neutrality to active local support</li> <li>2. Group elements into several phases of the task</li> <li>3. List alternative strategies and tactics for accomplishing each phase</li> <li>4. List the expertise and/or qualifications of those who can effectively move the network from phase to phase</li> </ol>	<ol style="list-style-type: none"> <li>1. Discuss the contradictions that have emerged in the circuit approach and are foreseeable in other approaches</li> <li>2. List the practical requirements for overcoming these contradictions.</li> <li>3. Determine the troop and time designs necessary to activate these approaches</li> <li>4. Design and produce a one-page questionnaire for the total body that gathers data on expertise availability, and enters into networks</li> </ol>	<ol style="list-style-type: none"> <li>1. Tabulate the guardian survey</li> <li>2. Design alternative engagement schemes for Guardians to activate the selected networks</li> <li>3. Build a chart of consultant assignments showing networks projected time of contact, geographical areas covered, etc.</li> <li>4. Reflect on the implications of the work.</li> </ol>
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GLOBAL SOCIAL DEMONSTRATION DESIGNS  
TASK FORCE 5

The Global Social Demonstration projects across the globe require the experience and expertise of Global Guardians. The task of this group is to project an availability scheme and locate the expertise needed to actualize 24 Global Social Demonstration projects. The product of this Task Force will be a chart showing the expertise arenas and the time required for consultant participation in all the projects with availability names to fill those needs.

SATURDAY MORNING	SATURDAY AFTERNOON	SATURDAY NIGHT	SUNDAY MORNING
Discerning Consultant Services	Designing Engagement Options	Locating Project Consultants	Building Assignment System
<ol style="list-style-type: none"> <li>1. Review the necessary document materials</li> <li>2. Particularize the expertise list</li> <li>3. Brainstorm a list of jobs that are required</li> <li>4. Project the consultant time involved in project actualization</li> </ol>	<ol style="list-style-type: none"> <li>1. Brainstorm and gestalt options of engagement</li> <li>2. List the practical requirements</li> <li>3. Brainstorm elements of a statement for enlisting volunteer consultants.</li> <li>4. In 2 teams, write the statement and design a survey for Guardians</li> </ol>	<ol style="list-style-type: none"> <li>1. Discern the potential network of consultants</li> <li>2. Select the target networks</li> <li>3. Design the initial rational holding chart for consultants</li> <li>4. Choose the categories and create the consultant chart</li> </ol>	<ol style="list-style-type: none"> <li>1. Create entree schemes</li> <li>2. Assign network contacts</li> <li>3. List the elements of a pitch to consultants</li> <li>4. Write pitch and produce final report</li> </ol>



The Tenth Guardian Consult occurs at a time of rapid expansion and engagement in the mission of the Movement and in the role of the Guardians. The work of this Task Force is to pull together the practical experience of Guardians over the past five years to serve as a guide for this time of intensified engagement. The product of the Task Force will be a document of practical guidelines for Global Guardians.

Sat. Morn.	Sat. Afternoon	Sat. Night	Sun. Morn.
ILLUSTRATING PRACTICAL GUARDIANSHIP	CREATING MOVEMENTAL INITIATIVE	EXPANDING GLOBAL NETWORK	PROJECTING FUTURE FORMS
<ol style="list-style-type: none"> <li>1. Look together at paragraphs on paravocation.</li> <li>2. List images and issues of vocation-breakthroughs of al application of movemental wisdom.</li> <li>3. Give individual illustrations of methods, style and strategy.</li> <li>4. Write individual paragraphs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Art Form Task Force paragraphs for key phrases.</li> <li>2. List engagement breakthroughs of Guardians.</li> <li>3. Brainstorm the three campaign issues.</li> <li>4. Identify the arenas for Guardian action.</li> </ol>	<ol style="list-style-type: none"> <li>1. List four year expansion possibilities for Guardian network.</li> <li>2. Place them in arenas from Sat. afternoon.</li> <li>3. In teams, create a 4 year time wheel.</li> <li>4. Combine the teamwork into a corporate picture.</li> </ol>	<ol style="list-style-type: none"> <li>1. Using the corporate chart, list practical recommendations.</li> <li>2. State specific guidelines for the next year.</li> <li>3. Write memorials and guideline statements.</li> <li>4. Create the document outline.</li> </ol>

Task Force one clearly saw that a new funding system to cope with the rapid expansion of Global Community Forum and Global Social Demonstration is required. The task force designed a generalized model with instructions for the production of local budgets in order to establish funding objectives and to become a component of local funding proposals. A plan was created to recruit, train and sustain local fund-raising troops beyond the present Guardian body. Procedures were established to do market research on local funding sources, to create a funding strategy and story geared to the local situation, and to match budget objectives with troop strength. Plainly, this will be done through a coordinated effort of Guardian forces and the ICA staff.

### TOOLS

In the preparation of a budget proposal to a corporation, foundation or individual, some or all of the items noted below will be needed. The presentation should be concise and the invitation for the donation clearly stated, e.g., "The ICA invites the XYZ Corporation to provide the 'back-up' money needed for 10 or the 60 projected Town Meetings in the amount of \$6,000.00." While the Houston proposal emphasizes the leverage of the contribution, the Cleveland model has a different approach; its style may be valuable in some situations. In assembling the packet, prior framing of the prospective donor will of course, be needed.

### TROOPS

In order to implement the budget, local Guardians will form and participate in a local guild which will commit itself to the adequate support of Movement programs. The guild will plan and implement strategy to raise funds. It will provide training for Guardian participants. Members will also commit their own resources on a regular basis. The guild dynamic will provide the discipline, accountability and trust necessary for the task.

### STRATEGY

In order to establish a successful local development program it is necessary to create a comprehensive strategy. The procedures focus efforts by screening funding sources for catalytic power, program interest and geography of care. The insights gleaned from data on funding sources provide the basis for the strategy and the winning story. Key to implementing the market strategy is the local battle plan created by Guardians and ICA staff with background of Development Centrum information and the involvement of local advocates in making funding calls. The strategy should enable prioritizing potential funding sources to maximize the probability of meeting established Development goals.

Over the past year a very substantial amount of goods and services have been received from North American companies for the direct support of the social demonstration sites, especially for Majuro. As the consults have been completed through the year the needs have grown rapidly for equipment and supplies to initiate the programs. The programs from the six completed projects have now generated the need for 427 specific items. The task force received all the programs and assembled the resultant material needs in order to design the action which will catalyze the use of North American guardian contacts to secure these necessary goods.

The task force wrestled with the issues of defining precisely what was needed, selecting the priority goods for catalyzing a global supply network, discerning where the goods were currently surplus in North America, and identifying the key contacts who could get us to the most likely supply sources.

The breakloose in the task force began with the explosion of images of sources of supply. In response to the question "where are these goods surplus in society today", the task force saw that construction equipment could be secured from overstocked or bankrupt dealers, repossessed goods, fully depreciated contractors machines, obsoleted machines, and unsold machines due to unusual specifications, etc. Office equipment could come from typing school trade-ins, model conversions in large offices, large dealer trade-ins, etc. By broadening the images of sources of supply it was then possible to breakloose an entirely new circle of contacts including relatives in key company positions, town meeting steering committee people as prime contacts, etc. In addition a number of important new lines of access were opened up within the guardians group through data received on the questionnaire.

It is the resolve of the Global Supply Systems task force to follow-up on the assignments made in order to move crucial goods and equipment to each of the Social Demonstration sites within 90 days, and to move to extend the resultant new network to meet the global needs of the future.

INCLUSIVE FUNDING  
TASK FORCE I  
I. TOOLS

In the preparation of a budget proposal to a corporation, foundation or individual some or cell of the items noted below will be needed. The presentation should be concise and the invitation for the donation clearly stated, e.g. "The ICA invites the XYZ corporation to provide the "backup" money needed for 10 of the 60 projected Town Meetings in the amount of \$6,000.00." While the Houston proposal emphasizes the leverage of the contribution, the Cleveland model has a different approach; its style may be valuable in some situation. In assembling the packet prior framing of the prospective donor will, of course, be needed.

Items possible needed are:

- The cover letter (individualized).
- The Town Meeting Project (make sure results of TM's are included).
- The proposed budget rationale.
- Short ICA story.
- Town Meeting score sheet and projection.
- Town Meeting brochure.
- Advocacy letters.
- Testimonial letters
- Photographs
- Slides



## GUIDELINES FOR TOWN MEETING BUDGET PRESENTATION

One of the ICA programs for which funds are being raised is Town Meeting. Hence the entire local expense is Town Meeting promotion.

With the budget, one basic presentation may be used for many different prospective donors. Each prospective donor should receive a cover letter, which requests a particular gift as his portion of the comprehensive budget.

In computing your comprehensive budget, consider several factors including the interest of the donor. Decide the geography which you wish to cover in this budget, e.g. state region, bi-metro.

Project a reasonable number of TM's for which you are willing to be held accountable before Dec. 31, 1976. See sample progress sheet.



This worksheet is keyed off the budget included in the Houston sample proposal, it suggests how to arrive at corresponding figures appropriate to your local situation

EXPENDITURES	INCOME
	<div data-bbox="1509 915 1541 941">+</div>

RATIONALE FOR BUDGET CREATION  
EXPENDITURES  
WORKSHEET \*See Page 4

I. PROGRAM IMPLEMENTATION

Multiply by the \$600 the number of TM's projected for the time and geography covered by this proposal.

II. PROGRAM OPERATIONS

Method of computing national and local portions of the \$600 figure:

A. LOCAL PORTION

Estimated actual expense per Town Meeting\*including staff travel, publicity, office supplies, communications and training.

B. NATIONAL PORTION

\$600 less local portion = portion of \$600 paid to national office for promotional materials, national publicity, staff coordination, financial and data management and project development.

\*Annual program expense divided by number of Town Meetings.

III. PROGRAM MANAGEMENT

To indicate that ICA is making substantial contribution to the whole Town Meeting program, it is suggested that the dollar value of the ICA staff and office component be computed and shown as a total figure.

Cautionary Notes:

Equivalent value of staff should be based upon what the full-time staff personnel would be earning if professionally employed.

Do not use the term "salary equivalent". "Dollar value" is more appropriate.

Avoid use of the word "overhead".

Be careful of words like "administration".

TOTAL EXPENDITURES



# THE INSTITUTE OF CULTURAL AFFAIRS

4750 N. Sheridan Road, Chicago, Illinois, 60640  
4421 Airline Dr., Houston, Texas 77022

Tele: (312) 769-5635  
Tele: (713) 697-4738

*Humble & Exxon  
over diary  
creation.*

March 15, 1976

Mr. J. T. Yarborough  
Public Affairs Department  
Exxon, U.S.A.  
Post Office Box 2180  
Houston, Texas 77001

Dear Mr. Yarborough:

We are pleased to submit to you the enclosed proposal for support in the amount of \$10,000 for the Town Meeting '76 project in Houston.

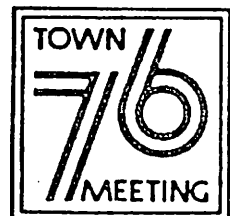
We believe this is worthy of your attention because it deals effectively and directly with the need to foster local initiative in solving neighborhood problems and building community identity. Town Meeting '76 is an opportunity for a wide variety of groups, businesses and institutions to join in sponsoring a fine community event which increases the level of communication and leadership, and forms the base for continuing community care through organized cooperation.

Town Meeting '76 is structured so that 75% of its total budget of \$153,600 is provided by local sources and the Institute of Cultural Affairs, and 25% only is to be secured through general contribution. Every dollar contributed is matched by three dollars and goes directly to assist poverty neighborhoods and to support the development, promotion and coordination of the project, not to salaries or other administrative costs.

Attached are local news stories, a summary of the Oak Forest Town Meeting '76 effort, a progress chart, and a brochure about the ICA. Also enclosed is a copy of the letter granting the ICA temporary tax exempt status, good until March 30, 1976, at which time it will become permanent.



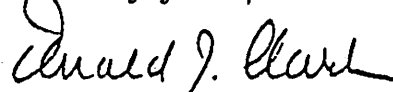
CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT



Mr. J. T. Yarborough  
March 15, 1976  
Page Two

We appreciate your consideration of this proposal.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Donald J. Clark". The signature is written in a cursive style with a large initial "D".

Donald J. Clark  
Area Director

DJC/lcr ,

Enclosures



TOWN MEETING '76  
A PROJECT FOR COMMUNITIES IN HOUSTON AND SOUTHEAST TEXAS

PURPOSE

Today, American society is at a crossroads between the past and future of local community. While many people feel frustrated, everyone is concerned and there is emerging a growing readiness on the part of many people to get involved in making our communities better places to live and work. Individuals talk about, and experience, the loss of neighborliness, family disintegration, chaos in educational institutions, the increase in crime, and cynicism about the political processes. The ability of our communities to deal effectively with these problems is diminishing as its identity and cohesiveness have been absorbed in the larger complex. Town Meeting '76 is both a celebrative and deliberative community happening which provides a lively occasion for increased citizen involvement in effectively dealing with the challenges that face the future of our neighborhoods and nation.

TOWN  
MEETING  
FORMAT

Town Meeting '76 is a locally sponsored one-day community forum. The one-day town meeting consists of morning and afternoon workshop sessions, each introduced by a brief presentation. Working in small groups, the participants discuss their hopes and dreams for the community and identify for themselves basic economic, political and cultural issues in order to discern the underlying challenges for the community's future. After a noontime interlude, featuring a buffet lunch highlighted by local entertainment and community singing, three of the workshop groups then create practical proposals to deal with the challenges identified in the morning workshop. Community identity is highlighted with a separate workshop group creating a community story, song and symbol. The results of the workshops are reported at a closing session of the whole group, and participants return home with a published result of the day's work.

INSTITUTE  
OF  
CULTURAL  
AFFAIRS

Affairs, a non-profit private organization which is itself an example of the growing network of individuals willing to engage in public service. Headquartered in Chicago, the ICA has over one hundred offices in major urban centers around the world. One of the four area offices for the United States is located in Houston. Town Meeting activities for all of the Houston metropolitan area as well as Southeast Texas are conducted by the full-time staff of the Houston office with the aid of trained part-time volunteers and a wide base of community support.

LOCAL  
SPONSORSHIP

Local sponsors such as service clubs, civic associations, Bicentennial committees, neighborhood businessmen, community agencies and individuals assume responsibility for Town Meeting '76 in their community in cooperation with the ICA. Sponsors create a broad base of community support, ensuring that a minimum of two hundred people attend the town meeting through effective community-wide promotion. The participation of community leaders is the key to involving a broad cross-section of citizens. Sponsors make practical arrangements for food, facilities, finances, set-up, supplies, entertainment and hosting.

NATIONAL  
RECOGNITION

Town Meeting '76 is officially recognized by the American Revolution Bicentennial Administration (ARBA) as part of the national bicentennial program and is endorsed by the Houston American Revolution Bicentennial Commission. A growing number of national service organizations, voluntary associations, and professional groups operate as an informal network to assist their local affiliates in sponsoring Town Meeting '76.

HOUSTON  
SUPPORT

In Houston, a committee in support of Town Meeting '76 has organized to encourage the development of the project. This group consists of individuals from industry, education, church, public and private service agencies, including such organizations as the University of Houston, Texas Southern University, Houston Metropolitan Ministries, Houston Independent School District, Urban League and

Exxon Corporation. Town Meeting '76 affords a useful opportunity for any individual to develop experience in public affairs, civic leadership and public responsibility.

EFFECTIVE  
RESULTS

Town Meeting '76 allows a comprehensive plan of action to arise from the aims and efforts of community participants. This method provides motivity to private initiative to solve local problems within existing structures. The efforts of the Sponsoring Committee to bring together a cross-section of the community for a day of cooperative activity creates a solid base for long term effective action. This method has succeeded in diverse community settings in stark contrast to either massive government funding of government programs imposed on a local community or political confrontation aimed at further polarizing the community.

CONSULTATION  
& TRAINING

In principal, then, the follow-up to a Town Meeting is left entirely to the participants, as has happened for example in Houston's Oak Forest where over fifty residents now meet regularly to implement the proposals created at their Town Meeting. Nevertheless, the ICA remains available at the request of a community to provide consultation and training in methods of planning and implementation. Further, the ICA anticipates a three to five day consult to be held in the Fall of 1976 in Houston with representatives from communities in which Town Meetings have been held plus people from organizations who have worked in coordinating the effort across the City. The purpose of this type of meeting would be to build a coordinated service network that would provide training, cross-neighborhood support, and local consultation to assist individual communities in continuing the momentum created by the Town Meeting.

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During the course of the next year, at least 60 Town Meetings are proposed for Southeast Texas, of which approximately 50% will take place in Harris County. On January 17, 1976, the first Town Meeting in Houston was held in the Oak Forest area. Local sponsorship committees have scheduled Town Meeting '76 in the White Oak area (March 20), Bordersville (March 20), Jacinto City (May 15),

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PROGRAM  
FUNDING

The operational budget for Southeast Texas from January 1, 1976 to December 31, 1976 is \$153,600.00. Line item budgets are attached. Of the total project, 54% is subsidized by ICA: Houston; another 21% is provided by the sponsors in local communities. The remaining 25% is to be funded by general contributions and grants.



Budget for  
60 Town Meetings

TOWN MEETING '76

Houston, Texas  
Jan. 1, 1976 - Dec. 31, 1976

EXPENDITURES			INCOME		
I. <u>Program Implementation</u>	23%	\$ 36,000	I. <u>Consultant Fees</u>	21%	\$ 33,000
\$600 per Town Meeting paid to the national office for participant workbooks, leadership manuals, and staff travel to the meeting.			\$600 per Town Meeting paid by each of 50 communities; \$300 per Town Meeting paid by each of 10 disadvantaged communities, to cover 92% of the costs of Program Implementation.		
II. <u>Program Operations</u>	23%	\$ 36,000	II. <u>General Contributions</u>	25%	\$ 39,000
<p>A. National: \$360 per Town Meeting paid to the national office for promotional materials, national publicity, staff coordination, financial and data management, and project development.</p> <p>B. Local: \$240 per Town Meeting expended locally for staff travel, publicity, office supplies, communications, and volunteer training.</p>			Grants and donations from corporations, foundations, and individuals, to cover the cost of program operations and provide a 50% subsidy for 10 communities needing assistance in meeting the Consultant Fee.		
III. <u>Program Administration</u>	54%	\$ 81,600	III. <u>ICA Subsidy</u>	54%	\$ 81,600
Six full time staff; ICA center rental and utilities.			Staff and facility costs provided through the ICA self support system.		
TOTAL EXPENDITURES		\$ 153,600	TOTAL INCOME		\$ 153,600

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TOTAL EXPENDITURES	\$ 153,600	TOTAL INCOME	\$ 153,600







## THE INSTITUTE OF CULTURAL AFFAIRS

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

April 12, 1976

Dear Colleague:

Here is the initial draft of the Funding Aid prepared by the Inclusive Funding Task Force at the 10th Guardian Consult, April 9-10-11, 1976. It will, of course, require your wisdom for practical additions, changes and constant evaluation to effect improvement as we gain experience with its use.

Development Centrum here in Chicago has acknowledged the receipt of our names from the Global Guardian Assignment board that indicates our commitment to participate in the corporate funding effort. The decision we have made, as indicated by the assignment board, signals the potential breakloose in developing the kind of funds that are crucial to the intensification of Town Meeting and the expansion of Social Demonstration.

We are currently pulling together a pilot working model that will give us some direction to practically discover (1) how a total continental task force can best be organized, (2) how to determine what our fiscal objectives need to be and (3) what our operating procedures should look like. You need to be thinking in this area also.

Please feel free to share your ideas in this arena by contacting me or the Development Funding Systems Post at 800-621-7997. We will be back in touch with you very soon.

Take care of yourself.

Grace and peace,

Rod Wilson  
For the Global Guardian  
Funding Task Force



CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT



INCLUSIVE FUNDING  
TASK FORCE 1  
1. TOOLS

In the preparation of a budget proposal to a corporation, foundation or individual some of the items noted below will be needed. The presentation should be concise and the invitation for the donation clearly stated, e.g. "The ICA invites the XYZ Corporation to provide the 'backup' money needed for 10 of the 60 projected Town Meetings in the amount of \$6,000." \* The Houston proposal emphasizes the leverage of the contribution. In assembling the packet prior framing of the prospective donor will, of course, be needed.

Items possible needed are:

- The cover letter (individualized).
- The Town Meeting Project  
(make sure results of TM's are included).
- The proposed budget rationale.
- Short ICA story.
- Town Meeting score sheet and projection.
- Town Meeting brochure.
- Advocacy letters.
- Testimonial letters
- Photographs
- Slides

\* See Houston proposal included.

GUIDELINES FOR TOWN MEETING BUDGET PRESENTATION

One of the ICA programs for which funds are being raised is Town Meeting. Hence the entire local expense is Town Meeting promotion.

With the budget, one basic presentation may be used for many different prospective donors. Each prospective donor should receive a cover letter, which requests a particular gift as his portion of the comprehensive budget.

In computing your comprehensive budget, consider several factors including the interest of the donor. Decide the geography which you wish to cover in this budget, e.g. state, region, bi-metro.

Project a reasonable number of TM's for which you are willing to be held accountable before December 31, 1976 (Quarters I & II). See TM/CFC Schedule covering Quarter IV.

Task Force one clearly saw that a new funding system to cope with the rapid expansion of Global Community Forum and Global Social Demonstration is required. The task force designed a generalized model with instructions for the production of local budgets in order to establish funding objectives and to become a component of local funding proposals. A plan was created to recruit, train and sustain local fund-raising troops beyond the present Guardian body. Procedures were established to do market research on local funding sources, to create a funding strategy and story geared to the local situation, and to match budget objectives with troop strength. Plainly, this will be done through a coordinated effort of Guardian forces and the ICA staff.

### TOOLS

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### TROOPS

In order to implement the budget, local Guardians will form and participate in a local guild which will commit itself to the adequate support of Movement programs. The guild will plan and implement strategy to raise funds. It will provide training for Guardian participants. Members will also commit their own resources on a regular basis. The guild dynamic will provide the discipline, accountability and trust necessary for the task.

### STRATEGY

In order to establish a successful local development program it is necessary to create a comprehensive strategy. The procedures focus efforts by screening funding sources for catalytic power, program interest and geography of care. The insights gleaned from data on funding sources provide the basis for the strategy and the winning story. Key to implementing the market strategy is the local battle plan created by Guardians and ICA staff with background of Development Centrum information and the involvement of local advocates in making funding calls. The strategy should enable prioritizing potential funding sources to maximize the probability of meeting established Development goals.

RATIONALE FOR BUDGET CREATION  
EXPENDITURES  
WORKSHEET \*See Page 4

I. PROGRAM IMPLEMENTATION

Multiply by the \$600 the number of TM's projected for the time and geography covered by this proposal.

II. PROGRAM OPERATIONS

Method of computing national and local portions of the \$600 figure:

A. LOCAL PORTION

Estimated actual expense per Town Meeting\*including staff travel, publicity, office supplies, communications and training.

B. NATIONAL PORTION

\$600 less local portion = portion of \$600 paid to national office for promotional materials, national publicity, staff coordination, financial and data management and project development.

\*Annual program expense divided by number of Town Meetings.

III. PROGRAM MANAGEMENT

To indicate that ICA is making substantial contribution to the whole Town Meeting program, it is suggested that the dollar value of the ICA staff and office component be computed and shown as a total figure.

Cautionary Notes:

Equivalent value of staff should be based upon what the full-time staff personnel would be earning if professionally employed.

Do not use the term "salary equivalent". "Dollar value" is more appropriate.

Avoid use of the word "overhead".

Be careful of words like "administration".

TOTAL EXPENDITURES

Budget for  
60 Town Meetings

TOWN MEETING '76

Houston, Texas  
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- A. Describe Funding Sources
  - 1. Locate sources
  - 2. Describe funders
    - a. geographic context
    - b. influence on other funders
    - c. programmatic context
  - 3. Research data sources
    - a. IRS records
    - b. present programs
    - c. individual contacts
    - d. past and present ICA activities
- B. State Strategy
  - 1. Strategic time to approach
  - 2. Appropriate level of contact
- C. Build a Story
  - 1. Comprehensive budget
  - 2. a. territory to be covered
    - b. length of funding
    - c. # of TM projected
  - 2. Local or global story
  - 3. Speak to the funders interest
- D. Determine Personnel
  - 1. Task force dynamics
    - a. guardian
    - b. Centrum information
    - c. Local ICA staff
  - 2. Define local advocates & develop strategy for involving them



In order to implement the budget, local guardians will form and participate in a local guild which will commit itself to the adequate support of Movement programs. The guild will plan and implement strategy to raise funds. It will provide training for guardian participants. Members will also commit their own resources on a regular basis. The guild dynamic will provide the discipline, accountability and trust necessary for the task.

Our guidelines for creating a funding task force are:

1. Recruit troops from TM participants.
2. Also recruit steering committee and workshop leaders as fund raisers.
3. Aim for a signal contribution in order to encourage recruitment.
4. Make sure that the core of Guardians commit themselves and their funds to the local TM program (1 or 2 year budget.)
5. Recruit specific people for specific fund raising tasks (companies, geographic areas, and foundations)
6. Use "silent advisers," people in the decision-making positions of major contributing institutions, to open doors, and be active resource people.
7. Consider values to be held; such as
  - a. availability for regular calls and training
  - b. potential for sustained commitment.

Our guidelines for training a funding task force are:

1. T/F involved in developing local strategies and tools.
2. Use Guild format as sustaining and working structure to develop discipline, accountability and trust.
3. Use OJT to train new T/F members
4. Use TM as training tool
  - a. Workshop Leader training
  - b. Enablement
  - c. Sponsorship, steering committee recruiting
5. Develop a debriefing--reporting form
  - a. Who
  - b. When
  - c. Results
  - d. Notes-gifts of call, future prospects
  - e. Names & phone nos. of suggested contacts
6. Guild responsibility to maintain TM Funding File.
7. Update and review sales packet and story.

TOWN MEETING '76  
A PROJECT FOR COMMUNITIES IN HOUSTON AND SOUTHEAST TEXAS

PURPOSE

Today, American society is at a crossroads between the past and future of local community. While many people feel frustrated, everyone is concerned and there is emerging a growing readiness on the part of many people to get involved in making our communities better places to live and work. Individuals talk about, and experience, the loss of neighborliness, family disintegration, chaos in educational institutions, the increase in crime, and cynicism about the political processes. The ability of our communities to deal effectively with these problems is diminishing as its identity and cohesiveness have been absorbed in the larger complex. Town Meeting '76 is both a celebrative and deliberative community happening which provides a lively occasion for increased citizen involvement in effectively dealing with the challenges that face the future of our neighborhoods and nation.

TOWN  
MEETING  
FORMAT

Town Meeting '76 is a locally sponsored one-day community forum. The one-day town meeting consists of morning and afternoon workshop sessions, each introduced by a brief presentation. Working in small groups, the participants discuss their hopes and dreams for the community and identify for themselves basic economic, political and cultural issues in order to discern the underlying challenges for the community's future. After a noontime interlude, featuring a buffet lunch highlighted by local entertainment and community singing, three of the workshop groups then create practical proposals to deal with the challenges identified in the morning workshop. Community identity is highlighted with a separate workshop group creating a community story, song and symbol. The results of the workshops are reported at a closing session of the whole group, and participants return home with a published result of the day's work.

INSTITUTE  
OF  
CULTURAL  
AFFAIRS

Affairs, a non-profit private organization which is itself an example of the growing network of individuals willing to engage in public service. Headquartered in Chicago, the ICA has over one hundred offices in major urban centers around the world. One of the four area offices for the United States is located in Houston. Town Meeting activities for all of the Houston metropolitan area as well as South-east Texas are conducted by the full-time staff of the Houston office with the aid of trained part-time volunteers and a wide base of community support.

LOCAL  
SPONSORSHIP

Local sponsors such as service clubs, civic associations, Bicentennial committees, neighborhood businessmen, community agencies and individuals assume responsibility for Town Meeting '76 in their community in cooperation with the ICA. Sponsors create a broad base of community support, ensuring that a minimum of two hundred people attend the town meeting through effective community-wide promotion. The participation of community leaders is the key to involving a broad cross-section of citizens. Sponsors make practical arrangements for food, facilities, finances, set-up, supplies, entertainment and hosting.

NATIONAL  
RECOGNITION

Town Meeting '76 is officially recognized by the American Revolution Bicentennial Administration (ARBA) as part of the national bicentennial program and is endorsed by the Houston American Revolution Bicentennial Commission. A growing number of national service organizations, voluntary associations, and professional groups operate as an informal network to assist their local affiliates in sponsoring Town Meeting '76.

HOUSTON  
SUPPORT

In Houston, a committee in support of Town Meeting '76 has organized to encourage the development of the project. This group consists of individuals from industry, education, church, public and private service agencies, including such organizations as the University of Houston, Texas Southern University, Houston Metropolitan Ministries, Houston Independent School District, Urban League and

Exxon Corporation. Town Meeting '76 affords a useful opportunity for any individual to develop experience in public affairs, civic leadership and public responsibility.

EFFECTIVE  
RESULTS

Town Meeting '76 allows a comprehensive plan of action to arise from the aims and efforts of community participants. This method provides motivity to private initiative to solve local problems within existing structures. The efforts of the Sponsoring Committee to bring together a cross-section of the community for a day of cooperative activity creates a solid base for long term effective action. This method has succeeded in diverse community settings in stark contrast to either massive government funding of government programs imposed on a local community or political confrontation aimed at further polarizing the community.

CONSULTATION  
& TRAINING

In principal, then, the follow-up to a Town Meeting is left entirely to the participants, as has happened for example in Houston's Oak Forest where over fifty residents now meet regularly to implement the proposals created at their Town Meeting. Nevertheless, the ICA remains available at the request of a community to provide consultation and training in methods of planning and implementation. Further, the ICA anticipates a three to five day consult to be held in the Fall of 1976 in Houston with representatives from communities in which Town Meetings have been held plus people from organizations who have worked in coordinating the effort across the City. The purpose of this type of meeting would be to build a coordinated service network that would provide training, cross-neighborhood support, and local consultation to assist individual communities in continuing the momentum created by the Town Meeting.

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## THE INSTITUTE OF CULTURAL AFFAIRS

4750 N. Sheridan Road, Chicago, Illinois, 60640  
4421 Airline Dr., Houston, Texas 77022

Tele: (312) 769-5635  
Tele: (713) 697-4738

March 15, 1976

Mr. J. T. Yarborough  
Public Affairs Department  
Exxon, U.S.A.  
Post Office Box 2180  
Houston, Texas 77001

Dear Mr. Yarborough:

We are pleased to submit to you the enclosed proposal for support in the amount of \$10,000 for the Town Meeting '76 project in Houston.

We believe this is worthy of your attention because it deals effectively and directly with the need to foster local initiative in solving neighborhood problems and building community identity. Town Meeting '76 is an opportunity for a wide variety of groups, businesses and institutions to join in sponsoring a fine community event which increases the level of communication and leadership, and forms the base for continuing community care through organized cooperation.

Town Meeting '76 is structured so that 75% of its total budget of \$153,600 is provided by local sources and the Institute of Cultural Affairs, and 25% only is to be secured through general contribution. Every dollar contributed is matched by three dollars and goes directly to assist poverty neighborhoods and to support the development, promotion and coordination of the project, not to salaries or other administrative costs.

Attached are local news stories, a summary of the Oak Forest Town Meeting '76 effort, a progress chart, and a brochure about the ICA. Also enclosed is a copy of the letter granting the ICA temporary tax exempt status, good until March 30, 1976, at which time it will become permanent.



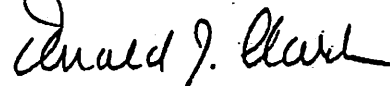
CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT



Mr. J. T. Yarborough  
March 15, 1976  
Page Two

We appreciate your consideration of this proposal.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Donald J. Clark". The signature is fluid and cursive, with the first name "Donald" being more prominent.

Donald J. Clark  
Area Director

DJC/lcr

Enclosures

## Progress Chart

TOWN MEETING '76

HOUSTON

March 15, 1976

Status Section	HELD	SCHEDULED	ACTIVITY	INTEREST	TARGET
NW	Oak Forest 1/17	White Oak 3/20	1960 Memorial Northside 4th Ward	Yorkline Spring Branch Heights	Acres Homes
NE		Bordersville 3/20 Jacinto City 5/15	North Channel Humble	Denver Harbor	Pleasantville Kashmere Galena Park 5th Ward
SW			Rice (Village) Sharpstown W. Univ. Place	Montrose So. So. Main Missouri City Bellaire	Westbury Sugarland Alief
SE			3rd Ward	Sagemont Downtown Sunnyside Pearland	Friendswood
PAS		Clear Lake 4/24	Pasadena	Deer Park League City	LaPorte So. Houston
BAY			Baytown		Highlands

ICA: Chicago  
Tenth Guardians Consult

Quarter IV  
April 9-11, 1976

TASK FORCE ONE  
INCLUSIVE FUNDING

FUNDING DEBRIEFING FORM

NAME: \_\_\_\_\_ METRO: \_\_\_\_\_

ADDRESS: \_\_\_\_\_ POLIS: \_\_\_\_\_

PHONE: \_\_\_\_\_

INTENT OF CALL: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

RESPONSE: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

WHERE PASSION IS: \_\_\_\_\_

\_\_\_\_\_

CONTRADICTIONS: \_\_\_\_\_

\_\_\_\_\_

FOLLOW UP NEEDED: \_\_\_\_\_

\_\_\_\_\_

OTHER CONTACTS: \_\_\_\_\_

\_\_\_\_\_

DATE: \_\_\_\_\_

TIME: \_\_\_\_\_

CALLER: \_\_\_\_\_

GLOBAL OPERATIONS CENTRUM  
Chicago Nexus

TM/CFC

	5	1	11	12	2	18	19	3	25	26	4	May 2	3	5	9	10	6	16	17
SAN FRAN TM	CORONADO(LA) PRICE(SLC)			PHOENIX SCOUTS (Apr. 13) (PNX)			STERLING(DEN) LARAMIE(DEN) IMPERIAL VALLEY (LA) DALY CITY(SF) PA...ON(SLC) BOZEMAN(BILL) SILVER VAL.(SEA) WASH.ST.YOUTH (SEA) BAINBRIDGE IS. (SEA) PALO ALTO(SF)			SEATTLE YOUTH (Apr. 29) (SEA)			TUCSON(PNX) HOBBS(PNX) FREMONT(SF) RENTON(SEA)			PHOENIX(PNX) TEMPE(PNX) DENVER(DEN) PASADENA(LA) BELLINGHAM(SEA)			
EDM. CFC							DILLINGHAM(ANC)			PRINCE ALBERT(SAS) STAND OFF(EDM) (Apr. 23)						MEDICINE HAT(EDM)			
HOUST TM	JACKSON(N.O.) CORPUS CHRISTI(SA) BROWNSVILLE(SA)						SHAWNEE(OKC) CLEAR LAKE(HOUS) BRYAN(HOUS) N.O.(UPTOWN)(N.O) LAWTON-CIF(OKC)			OKC(OKC) ANADARKO(OKC) CLINTON(N.O.) NORTHEAST COLB CO.(ATL) S.E.COMMUNITY (ATL)			CIF-OKC(OKC) KINGSVILLE(SA)			MOBILE(N.O.) BATON ROUGE(N.O.) LAURE(N.O.) MIAMI SHORES(MIA) STARKE,FLA(ATL)			
CHI- AGO TM	HAMLIN MIDWAY (MINN) CHATFIELD(MINN) MARQUETTE(GREEN BAY MACOMB CO.(DET)			MADISON HTS.(DET)			BEMIDJI(MINN) STEVENS PT.(G.B.) E.MADISON(MILW) MADISON HTS(DET) COLUMBIA(ST.L) ROLLING BRK.(CGO) PARK RIDGE(CGO) CENTRAL CITY(CLV)  ITASCA(CGO)			TRI CITY(MINN) JACKSON(MINN) PARK RAPIDS(MINN) CHICOLM(MINN) BOOKFIELD(MILW) MORTON(PEORIA) SPRINGDALE(CIN) AVONDALE(CIN) WORTHINGTON(CIN) WEST END(CIN) ELMHURST(CGO) ELYRIA(CLV)			BROOKLYN CTR. (MINN) BURNSVILLE(MINN) BLAINE(MINN) MT PLEAS(DET) ANN ARBOR(DET) ST.CHARLES(ST.L) WALNUT HILLS(CIN) (YOUTH)  CLINTONVILLE(CIN) ARLINGTON HTS(CGO)			RACINE(MILW) CHARLOTTE(DET) PORTSMOUTH(MINN) WAVERLY(CIN) HILLSBORO(CIN) YORKSVILLE(CGO)			
NEW YORK TM							FRAMINGHAM(BOS) MADISON(NWK) MORRISTOWN(NWK) SCRANTON(PHIL) SYRACUSE(ROCH) (UNIV) POTTS DAM(ROCH) FAIRMONT(PITT)			HARTFORD(HART) RIVERHEAD(BKLN) W.PHILLY(PHIL) N.PHILLY(PHIL) PHILLY TM WOMEN (PHIL) JOHNSTOWN(ROCH) SYRACUSE(ROCH) N.SYRACUSE(ROCH) INSTITUTE(PITT)			MIDDLETOWN (NWK) PHILLY(PHIL) (H.S.-May 4) MORRESTOWN N.J. (PHIL) FLUSHING NY(BKLN) PT.CHESTER(NY) MOUNDSVILLE(PITT)			NEWBURGH(NWK) NW PHIL(PHIL) WYTHVILLE(WASH) UTICA(ROCH) (May 16) NISKAYUNA(ROCH) LACONIA(MAN) S.PHIL-CIF(PHIL) BROOKLYN-CIF (BKLN) ROANOKE(WASH)			
MONT CFC	OTTAWA W.(OTT)						SUDBURY(OTT)						ST.AGATHE(MONT)						



# SCHEDULE

QUARTER IV  
1975-76

7 23	24 8 30	31 9 June 6	7 10 13	14 11 20	21 12 27	28 13 July 4
MARINE CITY(SF) MT.VIEW(SJ) ISSAQUAH(SEA)	SEATTLE(SEA)	FALLON-NV(SAC) HUNTINGTON PK. (LA) FONTANA(LA)	LAKEWOOD(DEN) HAWTHORNE(SAC) RIVERSIDE(LA) HAIGHT ASHBURY (SF)	SANTA FE(PNX) SUNSET(SF)	ROSWELL(PNX)	
CHICKASHA(OKC)		CHARLOTTE(CHAR) CHARLOTTE(CHAR) CHARLOTTE(CHAR) CHARLOTTE(CHAR) E.LAKE-CIF(ATL) (May 31)	JACKSONVILLE(ATL)	DUNCAN(OKC) (June 15) JACKSONVILLE BEACH(ATL)	OKMULGEE(TUL)	BLACKSBURG(CHAR)
WAUSAU(G.B.) KALAMAZOO(DET) FLINT(DET) (May 20) KAN GOV CONF (Topeka) (KC) (May 18) OVERLAND PK.(KC) ADDISON(CGO) ASHTABULA(CLV)	MT.HEALTHY(CIN) GRAYSLAKE(CGO)	MAPLEWOOD(IND) HURON(MINN) HIGHLAND PK.(DET) TULSA(TUL) HOLDENVILLE (TUL) MT.AUBURN(CIN) EASTSIDE(COLUM- BUS) (CIN) CIF(CIN) BAY CITY(DET)	MARTINSVILLE(IND) GOLDENVALLEY (MINN) PAPILLION(NEB)	FORT WAYNE(IND) IONIA(DET) AKRON(CLV) NEAR WEST(CLV)	DETROIT(DET) DETROIT(DET) DETROIT(DET) DETROIT(DET) DETROIT(DET) YOUNGSTOWN(CLV) DOWNTOWN(CLV)	
NEW BEDFORD(BOS) LOWELL(BOS) SMITH'N(BKLN) STOCKTON COLL. (PHIL) KENMORE(ROCH) HORSEHEADS(ROCH) DOVER(BALT) SW BALT(BALT)	BERNARDSVILLE (NWK) GAITHERSBURG (WASH) WILLIAMSBURG (RICH)	BOSTON(BOS) LYNN(BOS) FLORIDA(NWK) WARWICK(NWK) MONTICELLO(NWK) (May 13) NEWARK,CNTL(NWK) NEWARK,SO(NWK) NEWARK,NO(NWK) MANCHESTER(MAN) NO.END(HART) BOSTON(BOS) BOSTON(BOS) BOSTON(BOS) HUNTINGTON(PITT) OLNEY(WASH) OXEN HILL(WASH) HYATTSVILLE(WASH) WASH-CIF(WASH)	GREENFIELD-MS (HART) MESPETH(BKLN) LEVITTOWN(BKLN) LEBANON(PHIL) (June 7) CLAREMONT(MAN)	NEW BRITON CT (HART) WEBSTER(ROCH) HAMLIN(PITT) ROCKVILLE(WASH)	BOSTON (BOS) CANTON CT(HART) WASH(ROCH) BOSTON(BOS) BOSTON(BOS) BOSTON(BOS) MANASSAS(WASH) D.C. CITY(WASH)	ALTOONA(PITT)

Over the past year a very substantial amount of goods and services have been received from North American companies for the direct support of the social demonstration sites, especially for Majuro. As the consults have been completed through the year the needs have grown rapidly for equipment and supplies to initiate the programs. The programs from the six completed projects have now generated the need for 427 specific items. The task force received all the programs and assembled the resultant material needs in order to design the action which will catalyze the use of North American guardian contacts to secure these necessary goods.

The task force wrestled with the issues of defining precisely what was needed, selecting the priority goods for catalyzing a global supply network, discerning where the goods were currently surplus in North America, and identifying the key contacts who could get us to the most likely supply sources.

The breakloose in the task force began with the explosion of images of sources of supply. In response to the question "where are these goods surplus in society today", the task force saw that construction equipment could be secured from overstocked or bankrupt dealers, repossessed goods, fully depreciated contractors machines, obsoleted machines, and unsold machines due to unusual specifications, etc. Office equipment could come from typing school trade-ins, model conversions in large offices, large dealer trade-ins, etc. By broadening the images of sources of supply it was then possible to breakloose an entirely new circle of contacts including relatives in key company positions, town meeting steering committee people as prime contacts, etc. In addition a number of important new lines of access were opened up within the guardians group through data received on the questionnaire.

It is the resolve of the Global Supply Systems task force to follow-up on the assignments made in order to move crucial goods and equipment to each of the Social Demonstration sites within 90 days, and to move to extend the resultant new network to meet the global needs of the future.



SUGGESTED PROCEDURE FOR ACQUISITION (Letter correlates with  
procedure & samples on  
on the following pages.)

CONSULT  
&  
GUARDIAN  
INPUT

D	CONSULT INPUT: MEASUREMENT STANDARDS & NEEDS
---	--

E	SITE: ORDER FORMS
---	----------------------

B	GUARDIAN: QUESTIONARE
---	--------------------------

A	EQUIPMENT LIST:  -COMPREHENSIVE -UPDATED
---	---

C	SUMMARY OF EQUIPMENT:  BY CATAGORY WITH GUARDIANS WITH CONTACTS LISTED
---	---

F,G	THE CALL: -ICA TO GUARDIAN -GUARDIAN OR OTHER MAKE CONTACT WITH SOURCE
-----	---

H	SHIPMENT: TO STAGING AREA OR TO DEMONSTRATION PROJECT SITE
---	--

I.C.A.  
&  
EDGE  
OFFICE

COMPREHENSIVE FRAMEWORK FOR ACQUISITION OF PRODUCTS AND SERVICES

We recommend the following setps be followed in obtaining equipment, supplies, and services:

IMMEDIATELY:

- A. MAKE A COMPREHENSIVE LIST OF ALL EQUIPMENT AND SERVICES NEEDED (PRESENTLY KNOWN AND ANTICIPATED)
- B. PUT THE ABOVE LIST INTO A DETAILED QUESTIONARE TO BE SENT TO ALL GUARDIANS FOR SOURCES OF THE ABOVE EQUIPMENT (SEE ATTACHED FORM MARKED "B")
- C. COMPILE THE RESULTS BY EQUIPMENT AND SERVICE CATAGORY.

AT THE TIME OF THE CONSULT:

- D. HAVE THE CONSULT TEAM FILL OUT THE DATASHEET ON MEASUREMENT/WEIGHTS/STANDARDS. ALSO LIST ANTICIPATED EQUIPMENT NEEDS.

AFTER THE CONSULT:

- E. HAVE SOCIAL DEMONSTRATION PROJECT SEND IN FILLED OUT ORDER FORM TO EDGE POST FOR SUPPLIES THAT ARE NEEDED.

ACTUAL ACQUISITION:

- F. HAVE EDGE POST CALL GUARDIAN AND TELL HIM TO PROCEED WITH HIS CONTACT.
- G. HAVE GUARDIAN MAKE VISIT OR CALL WITH AN "ICA STORY" AND HIS REQUEST.
- H. HAVE GUARDIAN, ICA , AND SUPPLIER COORDINATE THE SHIPMENT.

## B. GUARDIAN:

TO FACILITATE THE DEVELOPMENT OF HUMAN DEVELOPMENT PROJECTS  
WE NEED TO KNOW THE DEGREE OF ACCESS YOU HAVE TO SOURCES  
OF SUPPLY FOR THE FOLLOWING PROJECTS.

(SAMPLE FORM)

GUARDIAN NAME ADDRESS PHONE #	DIRECT ACCESS	KEY CONTACT	SOME KNOWLEDGE	NO ACCESS
1. PUMPING EQUIPMENT:				
ALLIS CHALMERS				
LAYNE				
INGERSOLL RAND				
OTHER (LIST)				
CONTRACTORS W/ PUMPING EQUIP.				
2. GENERATING EQUIP:				
CONTRACTORS				
OFFSHORE RIGS				
MANUFACTURERS				
OTHER				
3. FARM HAND TOOLS:				
MANUFACTURERS				
OTHER				



D. CONSULT INPUT: MEASUREMENT STANDARDS & NEEDS (SAMPLE SHEET)

## 1.) DETAILS OF COUNTRY MEASUREMENT SYSTEMS:

A.) ELECTRICAL: VOLTS \_\_\_\_\_ CYCLES \_\_\_\_\_ PHASES  
AVAILABLE \_\_\_\_\_

B.) SYSTEM OF MEASURE: WEIGHTS \_\_\_\_\_ MEASURE \_\_\_\_\_

OR

STANDARDS: FASTNERS \_\_\_\_\_

OTHER \_\_\_\_\_

## 2.) DETAILS OF LOCAL COMMUNITY MEASUREMENT SYSTEMS:

A.) ELECTRICAL: VOLTS \_\_\_\_\_ CYCLES \_\_\_\_\_ PHASES  
AVAILABLE \_\_\_\_\_

B.) SYSTEM OF MEASURE: WEIGHTS \_\_\_\_\_ MEASURE \_\_\_\_\_

OR

STANDARDS: FASTNERS \_\_\_\_\_

OTHER \_\_\_\_\_

3.) WHAT LINES OR BRAND NAMES OF PRODUCTS ARE AVAILABLE LOCALLY IN THE  
COMMUNITY OR NEAREST CITY.(ie.- WATER PUMPS- Allis Chalmers )  
( chain saws- homelite )  
( electric motors- DeMag )

## 4.) ANTICIPATED EQUIPMENT. OR SERVICES NEEDED:

E. SITE: ORDER FORM (SAMPLE EQUIP. ORDER FORM)

1.) DESCRIBE GENERAL PURPOSE OR USE OF ITEM:

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---

---

2.) DESCRIBE PERFORMANCE SPECIFICATIONS (ie.- VOLUME/MINUTE)

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3.) DESCRIBE ENVIRONMENTAL CONDITIONS EQUIPMENT IS TO BE USED IN:

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QUANTITY	DESCRIPTION	REALISTIC DATE NEEDED	PART NUMBER

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Task Force 2  
Industrial Equip.

Quarter IV

April 10, 1976

C. SUMMARY OF EQUIPMENT: (BY CATAGORY WITH GUARDIANS LISTED)  
(ACTUAL EQUIP. & CONTACTS LISTED)

SOURCES	GUARDIAN CONTACT	QUALITY OF CONTACT		GUARDIAN PHONE #
		DIRECT ACCESS	KEY CONTACT	
<u>WELDING SUPPLIES:</u>				
LINCOLN ELEC.-	CLEVE. HOUSE		X	(216) 421-8545
UNION CARBIDE	DR. JACK FRYE (BOB AVANT)		X	
HUGHS TOOL CO.	DICK WHANER		X	
UNION CARBIDE	DON QUIMBY (MANILLA)		X	

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Chicago, Ill.

Task Force 2

Industrial Equip.

Quarter IV

April 10, 1976

C. SUMMARY OF EQUIPMENT: (BY CATAGORY WITH GUARDIANS LISTED)  
(ACTUAL EQUIP. & CONTACTS LISTED)

SOURCES	GUARDIAN CONTACT	QUALITY OF CONTACT		GUARDIAN PHONE #
		DIRECT ACCESS	KEY CONTACT	
<u>HAND TOOLS:</u>  BLACK & DECKER  TRUE TEMPER	K.B. WINTEROE  CLEVE. HOUSE		X  X	(216) 421-8545

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Chicago, Ill.

Task Force 2  
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Quarter IV

April 10, 1976

C. SUMMARY OF EQUIPMENT: (BY CATAGORY WITH GUARDIANS LISTED)

(ACTUAL EQUIP. & CONTACTS LISTED)

SOURCES	GUARDIAN CONTACT	QUALITY OF CONTACT		GUARDIAN PHONE #
		DIRECT ACCESS	KEY CONTACT	
<u>CHAIN SAWS:</u>				
McCULLOCH	R. BECK		X	
HOMELITE	J. KELBAUGH	X		
MONTANA SCHOOL OF FORRESTRY	J. NEWKIRK		X	

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Quarter IV

April 10, 1976

C. SUMMARY OF EQUIPMENT: (BY CATAGORY WITH GUARDIANS LISTED)  
(ACTUAL EQUIP. & CONTACTS LISTED)

SOURCES	GUARDIAN CONTACT	QUALITY OF CONTACT		GUARDIAN PHONE #
		DIRECT ACCESS	KEY CONTACT	
<u>USED PUMPS:</u>				
WEST TEXAS AGRICULTURAL ASSN.	BEN STORY TEXAS A&M		X	
<u>NEW PUMPS:</u>				
ALLIS CHALMERS	W. STRACENER	X		
LAYNE	"	X		



## SMALL BUSINESS MANUAL

This task force developed a set of basic principles of business that can be used in social demonstration projects. We created a list of "start-up" guidelines for initiating businesses, and a series of questions that should be asked before starting a business. We designated financing procedures, the types of financing available, loan requirements, rules to live by in dealing with bankers, and how to communicate when one is seeking a loan. We developed definitions of types of business entities. We created operating procedures and review procedures for defining the accounting cycle, sales and collections, and buying and inventory control. Guidelines were created for training and motivation of business personnel. We developed an operations review check list that a guardian/manager can use to identify business problems and evaluate effectiveness during a social demonstration consultation. This work was compiled into a Small Business Manual.

## ISSUES IN BUSINESS DEVELOPMENT

This manual was developed to deal with the high risks of business failure. In the United States, all businessmen recognize that one out of two businesses fail in their first year, that two out of three have failed after five years, and that only one of ten is still breathing after 10 years. While the statistics may vary in other countries, the risks are high and we must hold ourselves before them. The issues thus raised have to do with adequate back-up and support systems for untrained or partially experienced staff. Few people are trained in all aspects of business, yet many have a great deal of zeal and common sense, and can succeed if practical wisdom can be made available to them. This requires a sifting out of the simple versus the complex aspects of a business which are always different because of its contextual surroundings.

## INSIGHTS RECOGNIZED

The key insight that developed in the group was a recognition of the sense of humility as we realized that no one of us had all the bits and pieces of experience necessary for effective business development. Only by combining our common experience could we provide the document necessary for use by people who also had only partial experience and expertise. We also realized that we need not flog ourselves because of our specialization, but build on it to develop a whole new realm of expertise that we never knew we had in our own jobs. We also saw we need to give more attention to the "little" failures in social demonstration project businesses, so we can foresee a potential big failure long before it actually happens, and take corrective action. Key advice provided by one guardian was in giving advice to any starting business is "know the risks, understand implication and take them."

## RESOLVES

1. Send the Small Business Manual out to the Social Demonstration Projects and Consults for use, review, and updating.
2. Brief new staff in business practices before they are sent to Consults and projects; this could be done in Guardians' offices around the continent, near the new staff's home.
3. Provide a business package to business personnel before they go to a Social Demonstration Consult.
4. Get Guardians to sign up for Social Demonstration assignments and make their expertise available to the world.

--A set of checklists by business area (Management, Purchasing, Production, Marketing, and Finance) which can be used on Guardian visits or by Social Demonstration Staff business managers to establish the effectiveness of business operations. This checklist is not all-inclusive, but designed to generate additional questions. The questions may not be applicable in all situations, especiall if they imply a need for efficiency when only effectiveness is the dominant consideration. If no answer or non-applicable then explanations sho ld be provided in the comments column.

CHECKLIST ITEMS	YES	NO	COMMENTS
<b>MANAGEMENT</b>  Have the business plans and objectives been defined?  Does the structure for the operation conform with these objectives?  Have all the legal requirements been met: Written bylaws? Written board meeting minutes? Environmental regulations? Government product standards? Patent laws? Taxes?  Are there good organization structures that are clearly understood?  Is there an on-the-job training program?  Is there a 5 year, annual and quarterly business battleplan?  Is there a weekly and monthly planning meeting?			

CHECKLIST ITEMS	YES	NO	COMMENTS
<b>PURCHASING</b>  <b>Product Selection</b>  Has the market potential been determined?  Has product acceptability been researched?  Have product specifications been developed?  Have lower and upper cost limits been established?  <b>Product Packaging</b>  Has package sales impact potential been considered if applicable?  Does it meet climate conditions?  Have utility and serviceability standards been established?  Have lower and upper cost limits been established?  <b>Needs Projection</b>  Has a market survey been completed?  Have needs projection guidelines been established?  Have changing market conditions been considered?  Have historical records been used in projections?  <b>Sources of Supply</b>  Has the source location survey been completed?  Has distance been considered?  Have secondary sources been considered?  Have secondary sources been established?			

CHECKLIST ITEMS

YES

NO

COMMENTS

**PURCHASING (continued)**

**Ordering Time**

Are order writing procedures adequate?

Has a stock cushion factor been determined?  
to cover fluctuations in demand and lead  
time to receive items?

Have you considered <sup>ORDER LEAD</sup> ~~count to source~~ time?

Has in transit time been established?

**Inventory Control**

Is an inventory record system used?

Is there a stock count and review schedule?

Has a liquidation policy been established  
for slow moving items.? Is it  
reasonable?

Have established emergency ordering  
procedures been established?

Have inventory limits been established?

Are inventory goals being met?

CHECKLIST ITEMS	YES	NO	COMMENTS
<b>PRODUCTION</b>  <b>People</b>  Is there a balanced workforce? Between functions? Between Departments?  Have the causes of absenteeism been determined? Considered?  Are all persons backed by another trained person?  Is there an adequate employee communication system functioning?  Is the employee turnover rate normal?  Have safety rules been established?  Are all safety rules being observed?  <b>Material</b>  Is there an adequate inventory of raw material?  Has all material inventory been quality checked?  Is raw material being properly stored? Security?, protection from elements. Protections from elements? Easy access?  Is communication current with the Purchasing Department? Unusual item use? Rate of Use?  Are all inventory records current? Disbursements? Receipts? Inventory count adjustments?			



CHECKLIST ITEMS	YES	NO	COMMENTS
<p><b>PRODUCTION (continued)</b></p> <p><b>Processing Methods</b></p> <p>Have any process and workcenter changes been made? If yes, have the following been considered?</p> <p>Raw material specifications?            Production standards?            Quality standards?            Inspection procedures?            Tooling requirements?            All key people informed?</p> <p>Is there a program to improve the methods if appropriate?</p> <p>Are there major deficiencies with the process? Causing misuse of:</p> <p>Personnel?            Equipment?            Product?</p> <p><b>Equipment</b></p> <p>Is machine downtime excessive?</p> <p>Have reasons been identified?</p> <p>Are spare parts available for key equipment?</p> <p>Is a preventative maintenance program being followed?</p> <p>Are people trained to maintain the equipment?</p> <p>Are operating and maintenance manuals available for all equipment (including necessary blueprints and electrical circuits diagrams)?</p> <p>Are there adequate tools?</p> <p>Are lubricating instructions being followed?</p>			

CHECKLIST ITEMS	YES	NO	COMMENTS
<b>PRODUCTION (continued)</b>  <b>Facilities</b>  Is a fire prevention plan in effect?  Is fire protection planned?  Is good Housekeeping apparent?  Is insurance coverage adequate?			

CHECKLIST ITEMS	YES	NO	COMMENTS
<b>MARKETING</b>			
<b>Markets and Distribution</b>			
Have all of the target markets been considered?			
Have all means of transportation been arranged?			
Have all trade restrictions been identified?			
Are the trade restrictions within the country?			
Written?			
Unwritten?			
Has the distance to the market been considered?			
In setting inventories?			
Pricing?			
Has a delivery schedule been set up for:			
Perishables?			
Non perishables?			
Has an adequate replenishment plan for perishables been devised?			
Has the overall transporation time been considered?			
<b>Packaging</b>			
Is the product package adequate for shipping?			
Storage?			
Is the package suitable for the consumer?			
Appropriate size?			
Easily handled?			
Safe?			
Is the delivery period and time schedule realistic for the production and method of transport?			

CHECKLIST ITEMS	YES	NO	COMMENTS
<b>MARKETING (continued)</b>			
<b>Pricing</b>			
Does the price of the product meet the competitors price?			
Are the prices reasonable for the target market?			
Is the price high enough to cover expenses and make a reasonable profit.			
<b>Growth</b>			
Are there any restrictions on expansion?			
Physical?			
Capital?			
Legal?			
Is there <del>legal</del> potential for the market to expand?			
What is the time frame for expansion?			
<b>Advertising and Promotion</b>			
Have local forms of advertising been identified?			
Utilized?			
Is there an advertising budget if appropriate?			
Has the form of advertising been considered when the market expands?			
Is merchandise displayed adequately?			
Are sales materials available to salespeople?			
Are the selling materials being utilized?			
Are sales quotas for all product lines established?			
Is there a plan for the movement of obsolete merchandise?			
Is is realistic?			

CHECKLIST ITEMS	YES	NO	COMMENTS
<p><b>MARKETING (continued)</b></p> <p>Are sales samples in good condition?</p> <p>Is there adequate selling space?</p> <p><b>Product Line</b></p> <p>Does the merchandise mix minimize risk?</p> <p>Appropriate price?</p> <p>Appropriate place?</p> <p>Appropriate packaging?</p> <p>Appropriate form?</p> <p>Are product specification sheets available?</p> <p>Complete?</p>			

CHECKLIST ITEMS	YES	NO	COMMENTS
<p><b>FINANCIAL</b></p> <p><b>Statement Analysis</b></p> <p>Is the working capital (current assets less current liabilities) adequate?</p> <p>Is the current ratio (current assets/ current liabilities ) adequate?</p> <p>Is the debt/worth ratio in reasonable proportions?</p> <p>Properly capitalized?</p> <p>Is the accounts receivable turnover time reasonable? (<math>\text{sales} \div \text{accounts receivables} \times \text{number of days in period}</math> <math>360 - \text{number of days}</math>)</p> <p>Is the Accounts payable turnover time reasonable? (<math>\text{cost of goods} \div \text{accounts payable} \times \text{number of days in period}</math> <math>360 - \text{number of days}</math>)?</p> <p>Is the inventory turnover time reasonable? (<math>\text{cost of goods} \div \text{Inventory} \times \text{number of days}</math> )</p> <p>Are there any unpaid accounts payable over 90 days past due? (list names and amounts).</p> <p>Are there any Accounts Receivable over 60 days old?</p> <p>(List names and amounts)</p> <p>Has all depreciation of fixed assets been calculated and expensed?</p> <p>Have all taxes (sales, income, value added, inventory, social security, etc) been calculated and expensed?</p> <p>Is a cost accounting system in effect? (i.e. standard % of mark-up on product costs to include cost of goods, freight charges, etc.).</p>			



CHECKLIST ITEMS	YES	NO	COMMENTS
<p><b>FINANCIAL (continued)</b></p> <p>Have absorption losses, price fluctuations, pilferage, theft, been considered in the cost accounting system?</p> <p>Has the ending inventory been adjusted as each actual inventory is taken?</p> <p>Has the actual performance (Income Statement) been compared to the cash flow projection, proforma income statement and balance sheets?</p> <p>(What changes or corrective action is required?)</p> <p>What are the required future expenditures for fixed assets (equipment, buildings, trucks, etc.) for the next year?</p> <p>Next 5 years?</p> <p>Has adequate insurance on fixed assets, hazard insurance on the building, and all other forms been considered and purchased? (Report expiration date in remarks column)</p> <p>Have average industry ratios and performance results for business of this type been investigated and procured?</p> <p>(Source: U.S. - Robert Morris Assoc. Statement Studies, Industry Publications, or Government Publications).</p>			

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  - 1. Business start up screen (Chart)
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- C. PRACTICAL BUSINESS OPERATIONS GUIDELINES
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  - 1. Personnel Issues
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  - 3. Consultant Replacement Training Guidelines.

This manual for the benefit of I.C.A. staff assigned to local economic development projects around the globe. It is designed to provide practical performance oriented guidelines for success in those projects. The content of the summary should be shared with local colleagues, so that you may plan for your own withdrawal. The Manual is intended to be applicable for one year, taking into account also your need to plan for the next five years.

#### FRAMING PRE-SUPPOSITIONS:

The Manual presupposes that you have completed analysis necessary for framing the community. You should have on hand or have access to an analysis of the legal frameworks, analysis of the social and political structures (both as they are supposed to operate and as they actually operate), and an analysis of the educational system. You should also be aware of government regulations concerning businesses of the types you plan to establish cultural patterns affecting business such as pay scales, family structure, dietary customs, hours of work and customary holidays. You will also want to give considerable thought to the appropriate form for each business. For example, should it be a corporation, partnership, proprietorship, co-op, non-profit corporations or should it take some other form. In addition, you should be well on your way to developing contacts with local financial institutions and access to channels of government and economic leaders. Much of this manual is based on five generally accepted principles guiding the building of a local economy.

#### PRINCIPLES OF LOCAL ECONOMIC DEVELOPMENT:

The First of the principles is that the community you are dealing with has to be conceived in your imagination as an independent economic unit. If it has not already been done by a consult or by I. C.A. Staff, define your community the smallest economically viable unit. Your local resources in addition to natural resources are the gifts, skills, culture and wisdom of the people of the community, as well as their labor. For the duration of your stay you must continue to discover local wisdom and culture in order to avoid being blocked by a cultural factor not taken into account.

You may want to establish a planning body for your economic unit. This will enable you to honor local vision of which enterprises are needed, to be certain that any tools planned for new businesses are usable by local people and to work with your local colleagues to approach local skills. Bear in that such a planning group, if created must be able to implement its decisions. It must have political, social and economic clout. If it does not it will either become resentful of the forces blocking implementation of its decisions or it will wither away. The planning body can help you use intermediate technology. They will be able to keep procedures and machinery used in the area as simple as possible by answering questions such as these:

1. Who will supply, manufacture or design the procedures or machinery?
2. What is the skill level of the person who will be using it?
3. In the use of machinery, who will service it and where are the replacements parts obtained?

### INJECTING CAPITAL INTO THE COMMUNITY FROM OUTSIDE THE COMMUNITY

The second principle necessary to build local economy is to bring into the local community as much money from outside the community as possible. This can be done by the injection of outside capital into the community in the form of grants, loans or credit and also by increasing local exports.

Loans or grants can be obtained on the prospect of developing local resources. Credit can be obtained by increasing and improving the reliability of commercial trade.

To increase local exports, it is necessary to utilize the maximum potential of local resources and to produce a surplus of products that can be marketed in locations where a demand exists outside of the community.

The third principle concerns the needs to keep money in the community. In order to accomplish this the community needs to:

- a. Identify local supplies and demands for essential goods and services.
- b. Produce locally needed goods and services using local resources.
- c. Look for opportunities to attract new customers from outside your area by the creation of businesses such as a regional food market, tourist attractions or equipment repair shops.

The fourth principle is that a local economy is strengthened from rapid turnover of funds within the local area. When the seller of goods in the export market uses his receipts to buy local machinery to produce more goods, pays local taxes to meet community needs, buys local products for his personal needs, invests his surplus earnings in the local bank or credit union or invests in other local businesses, the cumulative effect is to multiply many fold the economic benefit desired from outside funds coming into the area.

To accelerate the more rapid turnover of local spending, additional products for purchase and additional businesses for investment possibilities must be provided. Diversified into new types of products and services will come from discovering and utilizing untapped available natural and human resources. The largest source of new production can come from strengthening and expanding presently existing industries and services with new capital and marketing assistance. Meeting the local needs for goods and services with additional retail stores and service areas will intensify the local turnover of currency, such a program of planned rapid turnover of funds will not happen without planning, community planning, with the assistance not only of the economic community but the political community as well.

The fifth principle to remember in building a sound local economy is that the local economy is always in relationship to the economy of the larger community and of the entire globe. First, the economic needs and trends of the adjacent areas must be considered in order to gear productions and exports to most likely needs. Also state and national programs and services are often of great help. (Perhaps

The Fifth Principle, continued

the national government is providing assistnat with soybean production at the very moment when you are getting ready to launch a soybean program.)

Finally, the global economic trends must be considered, since they will also affect the local economy. Maximum wisdom relative to global and national economics is always beneficial but should be understood that dealing with the first four principles are much more crucial for building a LOCAL economy.

CATEGORY	TYPE OF LOAN	PURPOSE OF LOAN	NECESSARY COLLATERAL	SOUND DEBT SERVICING PRACTICES
SHORT TERM LOAN (1 YEAR OR LESS)  OFTEN MOST DIFFICULT TO OBTAIN DUE TO RISK	OPERATING LOAN (AGRICULTURAL)	SHORT TERM FOR CROP YEAR	THE CROP, ITS POTENTIAL VALUE.	BANK WILL EXPECT THE LOAN TO BE REPAID WHEN THE PRODUCT IS SOLD! (EVEN IF YOU INTEND TO BORROW IT AGAIN 2 WEEKS LATER FOR THE NEXT CROP OR CYCLE)
	WORKING CAPITAL LOAN (MANUFACTURING)	FINANCING INVENTORY MATERIALS, LABOR	THE PRODUCT (EVIDENCE OF ACCOUNTS RECEIVABLE, I.E. MONEY COMING IN.)	
INTERMEDIATE TERM LOAN (1 - 10 YEARS)	FARM MACHINERY OR LIVESTOCK FACILITIES (AGRICULTURAL)	NEEDED TO PRODUCE PRODUCT <u>example:</u> SIMPLE TOOL TO REPLACE LABOR, OR IMPROVE QUALITY OR DECREASE COST OF PRODUCT	THE EQUIPMENT OR MACHINERY ITSELF. (THIS LOAN USUALLY REQUIRES FRONT MONEY AT LEAST EQUAL TO EXPECTED DEPRECIATION DURING 1ST. YEAR.)	MAKE PLANS TO RETIRE (PAY) SOME OF THE DEBT EACH YEAR. (MORE THAN 10% REPAYMENT OF AN EQUAL PERCENTAGE EACH YEAR, THIS IS VERY IMPORTANT TO ESTABLISH GOOD LOAN HISTORY IN ORDER TO BORROW MORE MONEY.
	MANUFACTURING EQUIPMENT			
LONG TERM LOAN (10 YEARS OR MORE)	CAPITAL IMPROVEMENT LOAN - AGRICULTURAL LAND BUYING (MACHINERY OR LONG LIFE EXPECTANCY STRUCTURE)	PURCHASE OF LAND OR FACTORY SITE (BUILDING DAM, BRIDGE, WELL, ETC.) <u>example:</u> HOME IN INDIA	MORTGAGE ON LAND OR BUILDING	PAYMENT IS USUALLY SCHEDULED OVER THE LIFE OF THE LOAN. 30 to 40 YEARS. PAYMENTS SHOULD BE MADE ON TIME TO ESTABLISH GOOD CREDIT RECORDS. IF PAYMENT PROVE TOO LARGE RENEGOTIATE MTGE FOR SMALLER PAYMENTS/LNGR. TERM

## B3 - SOURCES OF INCOME

## Local Management Systems

TYPE	DESCRIPTION
Rural Development Type Funds	Usually in the form of a government-guaranteed loan (The indigenous govt.)
Credit Unions (Local)	Local pooling of resources - requires money on deposit.
Cooperative, National System	National or local system to transfer capital from money centers to rural areas (Farm Credit System - USA model). This may be started in the country.
Sale of Bonds	A guarantee to repay loan at face value at due date - usually pays interest monthly, quarterly or yearly. Bonds are usually sold to private individuals or organizations such as university endowment funds.
Venture Capital	Money loaned at a recognized risk - for Social Demonstration it may be done out of a financial institution's and/or company's social consciousness.
Sale of Shares of Stock	A method of selling partial ownership in a local business & by so doing to raise from these owners the start-up & initial production costs.
OTHER MEANS OF GAINING CONTROL OF FINANCIAL RESOURCES	
Leasing Equipment	Usually requires little or no down payment, only a contract to guarantee repayment of costs of equipment over a 2-3 year period.
Sales Contract	A contract in which the purchaser of your product agrees to provide the equipment for manufacturing it in exchange for an agreement to provide him the product for a given length of time and/or price.
Vendor Financing	A contract in which the supplier of materials provides the equipment to produce a product using his materials.
Local Donations	If local wealth is motivated.



B3 - DIRECT FUNDING SOURCES

Local Management Systems

Export-Import Bank (EXIMBANK)

World Bank

U.S.A.I.D.

OPIC (Overseas Private Investment Corporation)

International Foundations

National Foundations

Local Foundations

Family Foundations

Business Foundations

Wills

Bequests

Unitrust (Donation of property in which donor retains some income rights for a specified period of time - such as until his death)

Grants from Industry (Usually a request for a specific item will get the best response - once on a company's list it is easier to obtain continued contributions).

## GUIDELINES FOR ESTABLISHMENT &amp; USE OF CREDIT

## Local Management Systems

1. Small loans, which are easily repaid are a way to gain "loan history" in a new business.
2. Don't underestimate the amount needed or the time required to repay loan. Don't agree to a repayment plan which is not realistic.
3. Repay loan within the agreed time, preferably earlier in order to establish good credit experience.
4. If you can't meet a loan payment, go to lender as soon as you learn this and explain the problem. Present an ~~xxx~~ alternative model &/or ask his advice.

## CAUTIONS

1. It is easier to get a loan for equipment, because the equipment is tangible collateral. Seed, labor and material (short term) loans are more difficult, but necessary if one is to pay off the equipment loan.
2. Cooperatives have a poor history of prolonged success, in that the closer the cooperative comes to realizing its goal, the less apparent ~~xxx~~ ~~ex~~ the need for its existence is recognized....Is there a business form that succeeds the cooperative at a certain point....What is the key to the cooperatives that have been successful?....Research and experimentation will be necessary!
3. One key area may be coop director and manager training programs.

## PRACTICAL OPERATIONS GUIDELINES

## Local Management Systems

CASH FLOW PLANNING

A projection of cash sources and uses should be made on a periodic basis to determine cash excesses and deficiencies. (See Cash Flow Design Worksheet for sample format). Frequency of projections will depend on the magnitude of cash excesses and deficiencies. A general rule is, the larger the magnitude the shorter the time period; once a month should be maximum in any case.

Cash excesses should be invested in safe, short-term investments such as savings accounts, bank CD's and commercial paper or treasury bills with withdrawal time pegged to when the cash is needed. Choose a bank for your checking account which offers a savings account and money order service for investments as well as a line of credit for short term borrowing.

Cash deficiencies should be financed by short-term ~~xxxx~~ lines of credit if payments cannot be postponed until additional receipts come in.

Cash excess or deficiency should be based on the estimated cash balance per bank records, NOT company records. The estimated balance per bank records should be determined as follows:

Cash Excess (Deficiency) per "Cash Flow Design"	\$ XX
Add: Estimated maximum amount of checks released which are always in transit to vendors and bank	XX
Cash Excess (Deficiency) per Bank Records	<u>\$ XX</u>

DISBURSEMENTS:

When goods are received from a supplier and they are incomplete, arrive damaged or are not in agreement with the specification of the purchase order, a claim letter shall be sent to the supplier with a copy attached to the purchase order in the file system and payment of the invoice shall be held up until a settlement is agreed upon between the company and the supplier, or until 90 days has elapsed, at which time the company shall pay what it ~~xxxx~~ believes is due.

All bills must have an invoice (a receiving slip or documentation that the item was received), and either a purchase order or a check request attached in order for a numbered check for payment to be prepared. All purchases are paid for with sequentially numbered checks which have two signers.

A petty cash system with Petty Cash Vouchers shall be set up (with limits established) for necessary small items.

Payment priority system will be set up taking into account the practical situation and the amount of credit available from a supplier on the basis of his ability to extend credit and his clarity of the HDP he is participating in. The time frame out of which the company will decide to pay its bills should be determined and the guidelines for exceptions should be established.

## PRACTICAL OPERATIONS GUIDELINES

## Local Management Systems'

Paid invoices should be filed in the paid invoice file by supplier (vendor) with attached receiving slips ~~or~~ (or varification) with check # and check date noted on the invoice(s).

Where necessary, unpaid invoices shall be filed in the unpaid invoice file by supplier until payment to ensure that they are not lost.

Bank accountsshall be reconciled each time they -re received (and at least monthly).

On a regular schedule, check-signers shall receive prepaid checks along with accompanying invoices & a summary sheet stating the cash flow situation and projection for the week.

Every company shall have its own checking account, and where legally necessary, a imprest balance payroll account.

Check requests shall be approved for preparing checks for cash purchases.

INVENTORY CONTROL

An inventory control policy is necessary to maintain the proper levels of stock so that good service is provided to customers and yet excessive slow-moving stock does not accumulate.

On delivery of inventory, the goods shall be inspected for compliance with the terms of the purchase order. As goods are received into stock (Warehouse), they must be counted and verified to the dock count (if applicable). The packing slip copy of the purchase order, or the receiving slip, must be signed by the person receiving to verify the shipment, be posted to the perpetual inventory records & attached to the invoice for the goods.

Inventory should be cycled thru the store, warehouse, farm, etc., in such a way that older stock is disposed of first. This may require marking the goods so that the oldest goods may be identified. Care should be taken to minimize losses due to theft, shrinkage, etc. The Out Sheet (See Invoicing Procedures) prepared for all items moving out of inventory will be posted to the perpetual inventory records.

Each month, all inventory should be counted, costed and compared to the perpetual inventory records & any loss determined.

PURCHASES

All purchasesshold be on sequentially numbered purchase orders. Product description, packaging, agreed delivery date, payment terms, shipping terms & prices shall be specified. This will avoid misunderstandings. When doing volume buying, the number of items to be carried in inventory should ~~not exceed~~ be limited (25-40) and items not marketed in volume in the community should only be purchased on an order basis for the customer. The estimated demand between order dates as well as the present inventory must be reviewed when ordering to bring the inventory up to the necessary level. Order key items first, then other items in a shipment. Purcahse orders shall be approved by the

## PRACTICAL OPERATIONS GUIDELINES

## Local Management Systems'

the controlling offices (or committee) before being placed. One copy of the purchase order is attached to the invoice (bill for the item) when it is received. A second copy is filed in a numeric file. The original is sent to the supplier.

Efforts need to be made to look within the community for sources that could fill a need that would cut back on purchases (using barrels for feed troughs rather than purchasing them, for example).

When looking at purchases, an effort should be made to get the goods donated and consideration given to renting capital items over purchasing such items.

Multiple sources of supply need to be found to ensure flexibility of credit extension as well as the best prices. Items costing over a fixed amount should require 3 bids.

Claims for damage from the supplier should be listed immediately, processed & checked off the list when the money comes in.



If the return is valueless, no other entry is needed. If return is of partial value or partly salvageable, return good part to Inventory and reduce expense above by the value of the return.

### PRICING

Goods to be sold are to be priced so that all costs are figured in as the total Cost Base. Profit according to ~~what the market will bear~~ <sup>plus</sup> ~~will be added in.~~ <sup>also</sup>

### COST BASE

Manufactured Goods

Retail and Wholesale

Material to make product

Purchased cost of items to be sold

Direct labor to make product

#### Other Expenses

All other payroll-hourly and salary

Fringe Benefits

\*Depreciation (cast to replace equipment being used)

Taxes

Heat-Light-Power

Repair & Maintenance

Travel & Entertainment

Insurance

Other and Miscellaneous

Shipping

*Freight*  
*Customs duties*  
*Taxes*  
*Shrinkage allowance*  
*Interest*  
*Other fees*

\*In a small business all cash disbursements are part of the cost base. It is important to add to the cost base (as noted above) for depreciation to replace machinery and equipment being used in the Business.

## PRACTICAL OPERATIONS GUIDELINES

## Local Management Systems

PROPERTY MANAGEMENT

Property management includes the acquisition, financing and operating management of the fixed assets of the company. Questions to ask in property management include the following:

1. Do we buy or lease? (or a variation thereof?)
2. How do we pay for this? Out of current cash? Short term financing? Long term?
3. What opportunities are there for government subsidies in the form of interest suspensions or subsidies, tax freezes, etc.?
4. How does the expected rate of return of the investment compare with alternative investments? For example, if the going rate on a savings account is 6%, what is the annual % earnings on the projected investment compared to that choice?
5. What legal documents and advice is necessary to acquire the asset? Legal counsel should be sought on this.
6. How do we maintain the asset during its useful life at a cost that meets our rate of return goals consistent with safety and effectivity?
7. Depreciation should also include a provision for inflation.

PAYROLL PROCEDURES - PERMANENT EMPLOYEES

Payroll policies and procedures should be tailored to local customs. Payroll records should be sufficiently detailed to meet government regulations as well as company needs. Payroll policies should include:

1. Establishment of a complete compensation package (including wage or salary scales, commission or bonus plans, employee benefit programs, i.e., insurance, unemployment compensation, workmen's compensation, disability, life, health, FICA)
2. Frequency of payroll periods (daily, weekly, monthly, etc.) & method of payment (cash or check) consistent with local customs;
3. Probationary periods. Termination benefits.
4. Required payroll records:
  - a. In a very small company, it may be sufficient to use the checkbook as a payroll record by recording the following minimum information:
    1. Name of employee, identification number required by government
    2. Gross pay, including notation as to ~~xxx~~ how it was computed, such as Hourly Rate X Hours Worked, Commission % X Commissionable Sales, etc;
    3. Deductions, itemized by type & amount
    4. Net Pay.
  - b. If payment is by cash rather than check, a worksheet may be used to itemize gross to net by employee, and one check can be written for the total pay of all



## PRACTICAL OPERATIONS GUIDELINES

## Local Management Systems

employees. This check can be cashed at the local bank to provide the cash payout. The cash to be paid to each employee should be balanced out with the total cash payment shown on the earnings worksheet & each employee should sign for the cash received.

c. More formal payroll records would include:

1. A Payroll Register, itemizing the gross to net pay by employee. A check is issued for each net pay & recorded by check number in the Payroll Register. Payroll records systems are available which create a payroll register ~~xxxxxx~~ as a carbon copy of the payroll check on a "write it once" system. One such supplier is McBee.
2. Time cards or time sheets by employee showing hours worked & supervisor approval.
3. Employee earnings record showing the gross to net pay itemization for the employee for each payroll period.
4. Employee Personnel Folder containing employment application, hiring approval, authorized rate of pay, deductions & other information authorized by the employee or the company or required by gov't regulation. See local government information publications or small business manuals for records requirements & samples.
5. Incentive systems should be used where practical. These include bonus plans, profit sharing & piece rates. Because of the complexity of this subject, local custom should be carefully reviewed before making a decision to offer an incentive plan.
6. Payroll records should be reconciled with payroll out of each employee's records, payroll journal, etc.
7. Personnel recruitment, selection & training - this will be quite informal in a small company. In any larger company, however, personnel selection must be matched to the organizational & staffing needs of the company. This requires up to date job descriptions which outline the qualifications needed & training programs to overcome skill deficiencies.

### INSURANCE

Various types of insurance are:

#### PAYROLL

FICA  
Unemployment  
Workman's Compensation  
Dental  
Life  
Health  
Long Term Disability

#### OTHER BUSINESS

Fire & Casualty  
Hail Damage  
Robbery/Theft  
Blanket Bond (Dishonesty)  
Flood Damage  
Glass Breakage  
Business Interruption  
Liability - Auto  
- General  
- Umbrella  
Flight Insurance

## PRACTICAL\_ OPERATIONS GUIDELINES

## Local Management Systems

Payroll Insurance is dependent on local, regional, provincial & national regulations, government & union contracts & customary practice within the industry.

Other Business Insurance is money paid to an insurance company to limit the size of financial loss in the event of an unforeseeable ~~catastrophe~~ happening. The question of potential exposure (risk degree) needs to be raised in connection with each type.

TAXES

Taxes paid to the government are a form of control of business operations as well as a source of public funds. The degree of time spent on accurate and timely payment of taxes is dependent upon the potential for savings & the likelihood of penalties for errors or late filings.

The most typical kinds of taxes are:

1. Income taxes on company profits;
2. Sales taxes on sales, which are collectible from the consumer;
3. Real estate & Personal Property taxes on company-owned property.

Careful investigation should be made of local tax requirements. Oftentimes this investigation should begin with local business associations or other businessmen, to determine the most appropriate entree to the government agency in order to receive equal treatment with the other businesses there.

INFORMATION SOURCES FOR BUSINESS PROCEDURES:

1. Small Business Administration Manuals (USA) published by the U.S. Govt Printing Office. Manuals include:
  - A. Inventory Control
  - B. Cost Accounting
  - C. Financing
  - D. Personnel Analysis
  - E. Ratio Analysis, etc.
2. Local Libraries
3. Trade Associations
4. American Institute of CPAs
5. Financial Executives Institute
6. Local Office Supply Stores
7. Guardians' personal reference libraries
8. Research Institute of America Industry Guides.

## BUSINESS GUARDRAILS

## Local Management Systems

PRODUCTION GUARDRAILS

## Weekly:

<u>ACCOUNTABILITY</u>	<u>TO</u>	<u>MESSAGE FORM</u>
Reject Rate	Manager	Factory Managers Report
Production	"	"
Shipments	"	"

## Monthly:

Inventory Turnover (by classification)	"	"
Employee Turnover	"	"

MARKETING GUARDRAILS

## Weekly:

Net sales in dollars	Manager & Centrum	Operating Statement
% increase	"	"
% decrease	"	"
Physical Inventory & % incr or decr	"	Win/Lose Statement
Selling Expense (Payroll) & % up or down	"	"

## Monthly:

Net sales & inc/dec	"	Operating Statement
Customer contacts & inc/dec	"	"
Av size transaction & i/d	"	"
Cost of goods & i/d	"	"
Transportation costs & i/d	"	"
Markdowns & i/d	"	"
Stock turnover & i/d	"	"
selling expense & i/d	"	"
Sales promo & i/d	"	"
Gross margin & i/d	"	"
Profit & i/d/	"	"

FINANCIAL GUARDRAILS

## Monthly:

Company Performance	Global Centrum, Co. Ownership & Mgmt	Balance Sheets, Income Statements with ratios calculated
Status of A/R & A/P	"	Ageing reports of Accts Rec & Accts Paybl by individual accts with terms extended to each

## BUSINESS GUARDRAILS

## Local Management Systems

## FINANCIAL GUARDRAILS (Contd)

<u>ACCOUNTABILITY</u>	<u>TO</u>	<u>MESSAGE FORM</u>
Cash	Global Centrum, Co. Ownership & Mgmt	Cash Disbursements Report, Actual results with comparisons to projections
Quarterly:		
Inventory	"	Ending physical inventory schedule with a breakdown of raw materials, goods in process & finished goods

## PERSONNEL ISSUES

## Local Management Systems

Personnel Checklist:

1. Job descriptions to include basic requirements of employment, experience &/or training, and specific description of tasks & performance expected.
2. Types of training - direct job-related & other - that will be required &/or made available to the employee by the business during the period of employment.
3. A description of the polity structure of the business with reference to channels for grievances, possible advancement, etc.
4. Performance incentives relative to production; their scope, application & motivational schemes in relation to wage increments & advancement of position.
5. Defined conditions for terminating an employee's services.
6. What compensation policies will be extended in case of sickness, accidental death, vacation, death of close relative.
7. Will employee be hired on a contractual basis, and if so, clearly defined conditions of that contract.
8. Fringe benefits to be offered the employee as a standard condition of employment.
9. The company's relationship to trade unions & ~~maxima~~ employees who are members of those unions.
10. System of job evaluation with respect to performance & structure of accountability for quality & type of work performed.
11. Question should be raised regarding those people who did not get hired & what happened to them?

Note: Research & consideration of local customs is necessary in regard to each of these issues.

Putline for Continuous Employee Development:

The purpose of this outline is to identify developmental activities for training a labor force in any business or industry.

## I. Orientation

- A. HDP story & symbols
- B. Business venture story - global & imaginal, related to
  1. Product or service to be created by that business
  2. Need that business is out to fill
  3. Personnel policies (see above)

## II. Job Training

Performance standards are crucial at every step for self-evaluation as well as employee evaluation.

- A. Classroom Training - used only where on-the-job training is not appropriate for general skills, usually academic or theoretical pre-requisites to practical training.
- B. On the job training - used before during & after classroom training. Highly effective way to learn the human requirements, practical skills & style required of a competent performance.

## Local Management Systems

## III. External Educational Opportunities

These are necessary to obtain recognized credentials & to create local expertise.

## IV. Vocational Expansion

Every employee is encouraged to learn other jobs available on his premises in order to increase motivity & his ability to handle needs as they arise. Such training also creates a worker pool for replication.

Consultant Replacement Training Guidelines

1. Train all employees from initial job entry (See outline for continuous employee development).
2. Provide opportunities for employees to choose further training & more responsibility, e.g., schedule an open Social Methods School.
3. Schedule daily structure for recording your daily activities so you know what your replacement will need to know how to do, e.g., have daily reflection form that each Auxiliary fills out each evening before sendout.
4. From daily activities data, define & detail skills & data needed for replacement.
- Identify 4 to 6 possible replacements, but don't be closed to a new person emerging later on.
6. Create training timeline to systematically impart your skills & data with measureable objectives.
9. Design tasks for potential replacement - tasks of increasing difficulty until trainee is doing whole job with only occasional supervision &/or advice of the consultant.

Issues

The critical issue addressed by the Town Meeting Information Systems Task Force was to identify the block that has been preventing effective immediate action in the creation of a data entry system for Town Meetings. Relative to this was the absence of a list of current usable resources, the definition of actual information needs and when the information is really needed, the actual resources (time, equipment) that will be required and when.

Key Happening

The key happening for the Town Meeting Information Systems Task Force was finding that guardians across North America have information system resources for entering and retrieving Town Meeting data. Questions such as what sponsors have held what Town Meetings, who has contributed to Town Meetings and what dignitaries have attended Town Meetings could then be answered immediately in remote locations through a data processing network. At a time when the emphasis is on local man, the discovery of a way for providing information system services across the continent is a great breakthrough

Resolves

The Resolve of the Task Force is to establish a data entry network across this nation using immediately available resources, that will allow Town Meeting results to be entered and transmitted to Chicago or to wherever a typist, a terminal, and a telephone can be brought together.

This specifically includes:

- Coordinate data entry input in 9 cities where terminals and people are now available.
- Write proposal to get computer terminals from summer research assembly in Chicago.
- Create model for summer for getting all data onto computer files, training people, and establishing analysis guidelines.
- Assign Chicago coordinator to work on continual basis with computer task force.



#### GLOBAL COMMUNITY FORUM EXPANSION FORCE

In order to reach our goal of five thousand town meetings by July 1977, we propose building a Town Meeting acceleration and troop expansion model to engage troops. This includes determining the rate of acceleration, redesignating towns and communities to be included and building a phasing model for each by Area.

Guardians need to be informed of the required commitment without which the goal will not be reached. This will require a transrational model which will show the Man/day engagement need by Guardians in Area and Region, as well as the expenditure needed for circuit riders, steering committee consultants, workshop leaders, trainers and orchestrators.

#### ROLES NEEDED TO EXPAND AND ACCELERATE GCF

In order to delineate the roles needed to expand and accelerate global community forum forces, a questionnaire was created and circulated to implement the expansion rationale. Four sets of tasks according to time available were defined:

- I. Once a week, once a month tasks such as speaking engagements and circuit riding to set up and sustain steering committees;
- II. One weekend a month tasks such as being a Town Meeting workshop leader or orchestrator, or participating in the training required to perform given tasks;
- III. One week or more time periods such as those required for extended circuiting in new areas;
- IV. The 8 week or more commitment required to set up a Town Meeting in one's own community.

Four ongoing tasks are needed to maintain the Guardian Acceleration and Expansion program:

- I. In order to insure commitment, guardians identify their time availability and expertise.
- II. A projection chart of troop need is maintained in order to reach the desired 5,000 Town Meetings by '77.
- III. A coordinator is selected for each Area who sees that troops are distributed for the time they have indicated where they are needed.
- IV. A training model is implemented including on the job training accompanied with an experienced person, participating in Town Meetings and training specifically for the consultant role and workshop leader roles.

I. Tactics for Network Activation

1. Determine most effective entry point of net
2. Get lists of local chapters with contacts person
3. Informal conversations newspaper editors to overcome skepticism
4. Ask group to spearhead sponsors' committee on condition that it be after endorsement of political leaders
5. Locate movers & shakers within net
6. Research how the org. fits in and for what reason.
7. Pitch small group & let them take it to entire body
8. Make sure pitch is appropriate to group
9. Invite to participate in T.M.
10. Make available T.M. documents
11. Provide records of financial funding support
12. Presentations at national, state and regional meetings
13. Strategic letters of endorsement
14. Take past sponsors on calls
15. Use T.M. participants to activate research networks
16. Letters to national organizations
17. Magnify thin commitments if
18. Promotional tools for nets to use
19. As story that were not out to get them to join anything but work through their organization
20. Quality presentation
21. Visit key state officers of net
22. T.M. grads call other key networks leaders in region

II. Tactics for Network Intensification

1. Circulate testimonies
2. Knowledgeable states presidents call other states presidents
3. Local sponsor writes letter back to regional and national officers
4. Sponsors invite peers from other chapters Net to a T.M.
5. Anticipate most effective roles for each network
6. Getting key nets involved in workshop training sessions
7. Define network role at each phase

Tenth Guardians Consult

Task Force 4A

Quarter IV

Chicago

Community Forum Designs  
Town Meeting Information Systems

April 9-11, 1976

Analysis of Data Volumes and Priorities

<u>Form</u>	<u>Characters for Entry</u>	<u>Number of Documents</u>
I Community Profile	120	1
IIa Town Meeting Analysis	200	1
IIb Town Meeting Sponsors	700	1
IIIa Registration Form	140	30 (leadership etc)
IIIb Registration Form	100	270 ((no assigned roles)
IV Dignitaries Present	none	none (on registrn form)
V Town Meeting Proposals	5000	1

Priority Documents

IIb and IIIa      Total characters approx 5000  
Can be entered in 1 to 1.5 hours per Town Meeting

Remaining Documents

I, IIa, V      Total Characters approx 5500  
Can be entered in 1 to 1.5 hours per Town Meeting

IIIb      Total characters approx 36000  
Can be entered in 6 hours per Town Meeting

Typical Critical Questions to be answered by the data system

Where have the Lions or Jaycees sponsored TMs?  
Who gave us meals? Did McDonalds give us meals in Kentucky?  
Who funded us in California?  
Who attended TMs in Chicago?  
What people have contributed to TM #212? in NW Ohio?  
What govt dignitaries have attended TM across the USA?

Date	April 20, 1976	July 1, 1976	September 1, 1976	January 1, 1977
SYSTEM REQUIREMENTS	Input - Community and Town Meeting profiles  - proposals - network sponsors - selected participants (10%)	Provide ability to Input - remaining participants - remaining sponsors - contributors	Eliminate backlog of Town Meetings to be entered.	Tie in to census data
USAGE OF DATA	- Edit and update  - Exploratory analysis	- Preliminary proposal analysis  - Market analysis	- House and steering committee resource  - Development	- Public analysis
EQUIPMENT	- Two terminals (Chicago)	- Four terminals in selected locations across North America  - Two terminals in Chicago	- Ten terminals in selected locations across North America  - Two terminals in Chicago	- one terminal per House
HUMAN RESOURCES	- Two full time Chicago nexus	- summer training  - four coordinators  - 16 - 24 people for data input	- data entry people to input 500 Town Meetings in 3 to 4 months	- as needed for further data entry or inquiry

## TOWN MEETING INFORMATION SYSTEMS

Task Force 4A

10th Guardians Consult

April 11, 1976

### Town Meeting Profile Analysis

In order to draw upon the data resources which give a comprehensive viewing of the locale of the Town Meeting, the specific geographic unit needs to be identified. This will provide access to the appropriate unit of data collection used by the Bureau of the Census (and other Collectors of social and economic data).

This means in metropolitan area that census Tracts, blocks or block groups would or could be used. In some areas, the county unit could be used in which instances much more data is available. Incorporation municipalities may be used. In each instance, specific instructions as to Publication, tables, and items are to be identified so that similar profiles may be developed which would contain total population, percent over 65, size of labor force, unemployment rate, male and female labor force participation rate, sex ratios, median income, education, percent professional, technical, and managerial, percent blue collar, white collar, black, and Spanish, ratio above 15000, ratio poverty, education level, etc.

### Profile Data Available

Human Resources	2000 characters per County
Census	17000 characters per geographic unit extract programs are used to select needed info.

Next Steps and Responsibilities

Guardians Network

1. Coordinate at the local level the creation and operation of area and region input and information units.
2. Establish census-geographic unit identification for each Town Meeting, and provide instructions for others to identify census units, and recommend data to be extracted from census data libraries.
3. Provide system design and guidance for establishing Summer '76 data processing resource.
4. Provide guidance for the analysis of Town meeting data, and access to facilities and systems to do the analysis.

Global Centrums, Chicago Nexus

1. Build files on the ON-LINE system for Town Meeting information and the control of that information, and user training material and procedures.
2. Coordinate the development of the area and regional input units, and coordinate the distribution of material to be inputted.
3. Prepare in-kind proposals for terminals for the summer program on a loan basis, and for in-kind terminals for each urban house by January 1, 1977, using corporation contacts established by guardians.
4. Enter critical priority data into the ON-LINE system.
5. Polish the forms design.

Input Network Creation Steps

1. Put input data into 'modules' for outside processing.
2. Contact each potential terminal / inputter to set up coordination.
3. Proposal to IBM (via Seacord) to 'borrow' 12 terminals for summer program.
4. San Francisco get terminal from IBM (mark Stonebreaker), set up input data, and make contact for L.A. terminal. (Connie Olson to input in San Jose).
5. Nashville. Robert Donaldson. lots of time & people available. Need to input data on to tape. (Proposals, community analysis data).
6. Miami. Scott Stahr has terminal and limited time. Dave Adkinson to contact Univ of Florida.
7. Dallas - Dave Adkinson. Terminal and limited time.
8. New York. Dick Seacord. Terminal and limited time.
9. Eastern Airline - to provide terminals or time to TM Analysis (proposal needed).
10. Boston. Terminal and time.
11. Houston. Terminal and limited time.
12. Minneapolis. Terminal and time.
13. Contacts need to be followed up by DEVELOPMENT circuits and Centrum coordinator as well as Guardians.
14. Use on-line to ON-LINE or WESTERN ELECTRIC via Chicago Watts.



Tenth Guardians Consult

Chicago

Task Force 4 A  
Community Forum Designs  
Town Meeting Information Systems

Quarter IV

April 9-11, 1976

Task Force Members Address List

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HAPPENINGS IN COMMUNITIES AFTER GCF

The Mayor has supported other Town Meetings to take place in Wickliffe and has appointed a 25 member advisory group as a direct result of the Town Meeting. (Wickliffe, Ohio, April 20, 1976)

There has been a reasonable increase in activity in community affairs. (Painesville, Ohio, May 31, 1975)

Three follow-up meetings have been held. A city wide follow up committee has been formed and a public forum scheduled for May 1 to review the document and proposals with wide community support. (Peace River, Alberta, Feb. 21, 1976)

The following things have happened in Brillion, Wisconsin: consumer awareness program established, parent-teacher group organized, get out the vote drive, wife of presidential candidate visit coordinated, key people network now available to get things done in short period of time. (Brillion, Wisc., October, 1975)

Follow up of the Town Meeting has been through the mayor's office and the city council. A copy of the document was placed in the hands of the State Representative. (Quincy, Illinois, March 27, 1976)

In Sacramento, California, the following happened: a guild of concerned people was formed; a community day was held; and a second Town Meeting took place in the community. (Sacramento, California, September, 1975, March, 1976)

One man from the community who attended workshop leader training sessions comes to the office of the Institute of Cultural Affairs to help with other Town Meetings. (Phoenix, Arizona, April 22, 1975)

There has been an increase of public participation in hearings of various governmental agencies in the Washington area. In one case, the school board of nearby Montgomery County, Maryland, actually listened to the citizens of a community protesting massive pupil transfers rather than holding a hearing and going ahead with predetermined plan. (Washington, D.C., May, 1975)

HAPPENINGS IN COMMUNITIES AFTER GCF

The north and south segments of the county see themselves as being concerned with the same issues. A League of Voters has been set up to inform citizens of issues. (Merrill, Wisconsin, October 4, 1975)

A group of interested people from the Town Meeting is engaged in setting up neighborhood forums using the Town Meeting format. (Florence, Alabama, February 17, 1976)

The Mayor and City Council have taken responsibility for political proposals and the Chamber of Commerce for economic proposals. (Brockton, Mass., Feb. 28, '76)

Nob Hill Neighborhood Association attended the Town Meeting and announced a date for a follow-up meeting at the close of the plenary. (San Francisco, California, March, 1976)

A committee decided to continue after the Town Meeting to actualize the proposals. (East Hanover, New Jersey, March 5, 1976)

Two follow-up meetings were held to refine proposals and begin implementation. Formation of a Northside Community Council is beginning. (Northside, Omaha, Nebraska, March 27, 1976)

A committee was appointed by the Mayor to implement further action. The Mayor and Council have stated interest in more Town Meetings for local wards and special issues. Many people who did not attend have become aware that the event was held. (Wickliffe, Ohio, March 20, 1976)

Neighborhood associations have been formed. (Nashville, Tennessee, June 14, 1975)

The vice-president of the Rhode Island Jaycees, who is also a staff member of the state Bicentennial Commission and was overall coordinator of five Town Meetings in Rhode Island on March 27, received 80 phone calls in the week following those events with requests for Town Meetings in several communities. (West Warrick, Coventry, Warren, Woonsocket, South County, Rhode Island, March 27, 1976)

THE ATTRIBUTES OF A CONSULTANT IN SOCIAL DEMONSTRATION

The Consultant:

Knows basic social methods for releasing local man to participate in creating the future. Knows his subject well enough to share in appropriately in the particular situation, knows local man's essential to the project and can be trusted to create a glorious future. He teaches by sharing his knowledge, releases creativity by asking the right questions, evaluates and integrates the results of the communities work, works impartially with everyone and is a member of a corporate team. The consultant is a catalyst in local community to perceive humanness and raise the possibility of creating new humanness, transmitter of confidence and is a visible sign of concern to members of the local community.

THE ATTRIBUTES ABOVE ARE THE FUNCTIONS AND GIFTS OF THOSE WHO PARTICIPATE IN THE INITIATORY CONSULTS, IRRESPECTIVE OF THE DEGREE TO WHICH A PERSON HAS SPECIFIC TECHNICAL KNOWLEDGE OR METHODOLOGIC PROWESS.

GUARDIAN TRAVEL POOL FOR GLOBAL CONSULTANT ASSIGNMENTS.

PROPOSAL

The Demand for skilled consultants for the Global Social Demonstration projects require that a Guardian travel pool be established. There are certain consultants whose skills will be required at the multiple project sites and a travel pool would make this assignment possible without placing an undue burden on the Consultant. This travel pool would engender a sense of corporate Guardian responsibility for the global social demonstrations as well as broaden the base of available Consultants by not depending on the Consultants immediate ability to pay his way.

We further propose that Guardians, who intend to go on Global assignment to Social Demonstration actualization, pledge one round the world plane ticket, payable quarterly over two years; such funds to be available to finance his trip. This travel pool does not apply to the initiatory consult trips of guardians who have not as yet contributed their full pledge.

## PRESUPPOSITION STATEMENT

## Recruitment of Manpower for Global Social Demonstration

1. We recommend working with 5 pilot networks in the next quarter to discover how to mobilize manpower into global social demonstration.
2. These efforts would be co-ordinated through the Global Social Demonstration post at Chicago Centrum.

NETWORK	TARGET	CONTACT	TIMELINE	STEPS
1. Jaycees International	Service organization (International Scope)	Ty Scout -- Tulsa, Okla.	Qtr. I - 1976	1. Get Invitation to International Conv. (St. Louis, Fall '76)  2. Make GSD statement
2. Stahl Industries, Cleve, Oh.	Comprehensive construction skills (i.e.: (design, materials, consultant)	Joel Stahl Cleveland, Oh. 216-524-0200 (bus) 216-526-6716 (hme)	Qtr IV - 1976	1. Initial appt.  2. Individual contacts through corp.
3. University of Florida	Agricultural engineer, Agricultural entymologist	Dane Adkinson Dallas, Texas	Qtr IV - 1976	1. Initial appt.  2. Contact faculty and students
4. T.V.A.	Fertilizer plant Hydro- power Catchment system	1. Walter Liggett 2. Preston Brown- ing, Chicago 3. Dr. Thomas A. Ridley 7134 Cheshire Dr. Knoxville, Tenn. 37919	May 1976	1. Discern precise need 2. Initial appt. 3. Write proposal
5. Nashville U. Center	Education Medicare Nursing Management Accounting Anthropology Public Policy	Robert H. Donaldson Associate Dean Vanderbilt Univ. and Chm., Acad. Programming Co. Nashville U. Ctr.	Qtr IV- 1976	1. Contact publications 2. GSD statement

## MATERIALS STATEMENT

3. We need a small, colorful brochure designed to recruit people with expertise but without previous movement experience to be Consultants at Social Demonstration, therefore we feel the need for further data about the above.

CONSULTANT TYPES	INITIATORY CONSULTS	ICA METHODS TEAM	CORE EXPERTS CONSULTANTS FOR MULTIPLE SITES	PRACTICAL TASKS CONSULTANTS
CONSULTANT ROLE	DISCERN CONTRADICTION	ORCHESTRATORS OF SOCIAL DEMONSTRATION CONSULTS	MIRACLE TACTICS IN ONE OR MORE PROJECTS	PROGRAM AUXILIARY IN SPECIAL PROJECTS
TIME COMMITMENT	7 - 14 DAYS	FULL TIME ICA STAFF	GLOBAL ASSIGNMENT ONE WEEK OR MORE ON SITE	AS REQUIRED FOR THE ACTUALIZATION OF THE PROGRAM. 1 week to 2 years.
FINANCIAL COMMITMENT	PAYS OWN EXPENSES	ICA TRAVEL POOL	GUARDIAN TRAVEL POOL	TRAVEL POOL DONATIONS. ON SITE - LIVING ON STIPEND.

HDP TYPE	ISLE OF DOGS	KAWANGWARE	KWANGYUNG IL	
A G R I C U L T U R E	Hydroponic Farm Market Garden	Egg and Poultry Farm Demonstration Farm Vegetable Farm Flower Garden Tropical Fruit Orchard Mushroom Farm	Corporate Agricultural Enterprise Chickens Rabbits Truck Farm	Demon Demon Far
D I S T R I B U T I O N	Commercial Services Union Transportation Service Company	Kawangware Inter- Trading Company Savings and Loan Company	Kwangyung Il Trading Cooperative Butcher Shop Credit Union	Trans Cor Copro Inter Sys Kitco
I N D U S T R Y	Cottage Crafts Nursery Enterprise Food Processing Building Rehabilitation Company	Cottage Crafts Low-Cost Housing Materials Metalworks 3 Light Industries	Cottage Crafts Yu Chai Oil Press Sweet Potato Dryer Locker Plant Electronic Parts Small Textiles	Pre-I Plast Metal Cotta Multi Copro Sawm Tuna Ocea Fish



## STRUCTURES

Quarter IV  
April 9-11, 1976

MAJURO	MALIWADA	OOMBULGURRI	THE TWENTY FOUR (Extrapolation)
stration Land Farm stration Marine n	Demonstration Farm Fish Farm Smallstock Farm Vegetable Farm	Demonstration Farm Cattle Station Poultry Farm Market Garden Stock Enterprises Bee Keeping	20 Demonstration Farms 12 Animal Enterprises 12 Gardens/Orchards 8 Poultry/Egg Enterprises
Atoll Service poration Lagoon System Island Ferry tem Store	Maliwada Trading Company	Kimberly Import and Trading Company Boat Service	20 Consumer Goods Wholesalers 12 Credit Unions or Savings & Loan Cos. 12 Transportation Services 6 Small Retail Shops
ab Building Materials ics works ge Crafts -Purpose Repair Cntr Processing Plant 11 Processing Fishing Enterprise ng Boats	Box Factory Cottage Crafts Food Packaging Untapped Resource Development: Limestone Agate Gravel Building Materials	Multi-Purpose Repair Shop Processing Plant Food Packaging Locker Plant	24 Cottage Craft Industries 15 Multi-Purpose Repair Centers 24 Food Processing Plants 72 Small Industries

Quarter IV  
April 9-11, 1976

[illegible]

ICA: Chicago

NEEDED NON-LOCAL EXPERTISE

Quarter IV

Tenth Guardian Consult

ALL PROJECTS (EXCLUDING FIFTH CITY)

April 9 - 11 1976

EDUCATION DEVELOPMENT  1 DIRECTOR  1 TEACHER TRAINER 1.	CHILDREN SCHOOLING 1 TEACHER TRAINER 6	PRESCHOOL 4 DIRECTORS 7 TEACHERS 1 CURRIC.CO-ORD17	ELEMENTARY 28	SECONDARY 39
	ADULT TRAINING 3 DIRECTORS 7	CONTINUING EDCTN. 1 DIRECTOR 5 TEACHERS 1 CURRIC.CORD. 18	GLOBAL LANGUAGE 2 TEACHERS 29	VOCATIONAL TRNG 3 DIRECTORS 4 TEACHERS 2 SECY/CLERKS 1 CONSLTANT 40
COMMUNITY DEVELOPMENT  2 DIRECTORS  2.	SOCIAL MEANING 8	HERITAGE RECOVERY 3 DIRECTORS 3 CONSULTANTS 19	SOCIAL ARTS 1 DIRECTOR 30	SOCIAL SYMBOLS 41
	LOCAL ENGAGEMENT 1 DIRECTOR 2 YOUTH DIRECTORS9	CITIZEN CARE 1 DIRECTOR 2 HOME ECONOMISTS	VILLAGE UPKEEP 1 CONSULTANT 31	COMMUNITY WORK FORCE 1 CONSULTANT 42
SERVICES DEVELOPMENT    3.	COMMUNITY HEALTH 6 NURSES 4 CONSULTANTS 10	PREVENTIVE CARE 21	EMERGENCY SERVICES 1 PARAMEDIC 32	BASIC NUTRITION 1 DIRECTOR 2 CONSULTANTS 43
	GENERAL BUILDING 3 CONTRACTORS 4 CONSULTANTS 11	FACILITY CONSTRU- TION 1 CARPENTER 3 ELECTRICIANS 2 PLUMBERS 1 CONSULTANT 22	RESIDENTIAL HOUS- ING 1 DIRECTOR 2 CONSULTANTS 33	ARCHITECTUAL DESIGN 7 CONSULTANTS 44
	ESSENTIAL SERVICES 1 DIRECTOR 12	SANITATION SYSTMS 6 CONSULTANTS 23	TRANSP?COMMUNITNS 2 DIRECTORS 2 BOATMEN 3 CONSULTANTS 34	EQUIPMENT REPAIR 1 CONSULTANT 2 MECH/MGR 2 REFRIG/ 1 MARINE 3 GEN'L MECH 45
BUSINESS DEVELOPMENT  3 DIRECTORS 1 SECRETARY 4.	LOCAL COMMERCE 4 DIRECTORS 2 SECRETARIES 3 CONSULTANTS 13	EXTERNAL TRADE 1 DIRECTOR 24	LOCAL MARKETING 3 DIRECTORS 3 CONSULTANTS 35	FINANCIAL SERVICES 2 DIRECTORS 3 CPA 2 CONSULTANTS 46
	SMALL INDUSTRY 1 DIRECTOR 2 SECRETARIES 3 CONSULTANTS 14	HOME INDUSTRIES 1 DIRECTOR 3 CONSULTANTS 25	LOCAL FACTORIES 2 DIRECTORS 9 CONSULTANTS 36	PROCESSING PLANTS 1 DIRECTOR 5 CONSULTANTS 47
AGRI CULTURAL DEVELOPMENT  1 DIRECTOR 1 CONSUL- TANT 5.	FOOD PRODUCTION 1 VETERINARIAN 15	LAND FARMING 4 FARMERS 5 CONSULTANTS 26	ANIMAL HUSBANDRY 3 FARMERS 5 CONSULTANTS 37	MARINE FARMING 1 FARMER 3 CONSULTANTS 48
	INCOME FARMING 4 FARMERS 16	LAND DEVELOPMENT 1 HORTICULTURIST 1 CONSULTANT 27	IRRIGATION SYSTMS 1 DIRECTOR 3 CONSULTANTS 38	FARMERS CO-OPS 1 DIRECTOR 49

Name \_\_\_\_\_ SOCIAL DEMONSTRATION PROGRAM ARENAS

March, 1976  
ICA

Address \_\_\_\_\_ PRACTICAL EXPERTISE GRID

EDUCATION DEVELOPMENT		COMMUNITY DEVELOPMENT		SERVICES DEVELOPMENT			BUSINESS DEVELOPMENT		AGRICULTURAL DEVELOPMENT	
Children Schooling	Adult Training	Social Meaning	Local Engagmnt	Community Health	General Building	Essent'el Service	Local Commerce	Small Industry	Food Productn	Income Farming
Pre School	Cont'g Education	Heritage Recovery	Citizen Care	Preventive Care	Facilit. Constrctn.	San'tn. Systems	External Trade	Home Industries	Land Farming	Land Developmt
Elem. School	Global Language	Social Arts	Village Upkeep	Emergcy Services	Resdttl Housing	Transptn. & Communctn	Local Marketing	Local Factories	Animal Husbandry	Irrigtn. Systems
Secdry. School	Vocatl. Training	Social Symbols	Community Workforce	Basic Nutrition	Archttctl Design	Equipment Repair	Financial Services	Processng Plants	Marine Farm	Farmers Co-ops

ICA: CHICAGO

## PRACTICAL EXPERTISE GRID

Quarter IV

Tenth Guardians Consult

April 9-11, 1976

## MALIWADA

## PERMANENT STAFF

Teacher Trainer  
 2 PreSchool Teachers  
 Adult Training Director  
 2 Heritage Researcher  
 Community Director  
 Home Economist  
 Docot  
 Nurse  
 General Building Contractor  
 Residential Housing Director  
 Business Manager  
 Business Administrator  
 Local Marketing Director  
 Industrial Engineer  
 Land Farming Director  
 Vegetable Farmer  
 Dairy Farmer  
 Poultry Farmer  
 Animal Husbandry Director  
 Irrigation Manager  
 Farmers Co-ops Director

## CONSULTANTS

Nutritionist  
 Architect  
 Sanitary Engineer  
 Civil Engineer  
 Machine Specialist  
 Accountant  
 Animal Husbandry  
 Fish Farmer  
 Dam Expert

## OOMBULGURRI

## PERMANENT STAFF

PreSchool Director/Teacher  
 2 Secondary School Teachers  
 4 Continuing Education Teacher  
 Curriculum Coordinator  
 Voataional Training Instructor  
 Local Engagement Director  
 Social Meaning Director  
 Nurse  
 Dietician  
 General Building Planner  
 Carpenter  
 Plumber  
 Electrician  
 Transportation Director  
 Boatman  
 Repair Shop Manager  
 Refrigeration Mechanic  
 Business Development Administrator  
 Veterinarian  
 Farmer

## CONSULTANTS

Public Health  
 Facilities Construction  
 Residential Housing  
 Sanitation  
 Sanitation Systems Organizing  
 Butchering  
 Packaging  
 Cold Storage  
 Bees  
 Animals  
 Poultry

## PPRACTICAL EXPERTISE GRID

Tenth Guardians Consult

April 9-11, 1976

## ISLE OF DOGS

## PERMANENT STAFF

PreSchool Director  
 Two Teachers (PreSchool)  
 Continuing Education Director  
 Vocational Training Director  
 Heritage Recovery Curator  
 Heritage Recovery Secretary  
 Youth Director  
 Citizen Care Director  
 Local Commerce Director  
 Local Commerce Secretary  
 Accountant  
 Home Industries Manager  
 Small Industry Director  
 Small Industry Secretary  
 Director of Community Development

## CONSULTANTS

Employment Consultant  
 Building Rehab Consultant  
 Legal Consultant on Local Marketing  
 Promotion of Local Marketing  
 Light Industry Set up  
 Industrial Development  
 Agronomy  
 Plant Nutrition  
 Hydroponixs

## MAJURO

## PERMANENT STAFF

2 PreSchool Teachers  
 PreSchool Director  
 PreSchool Curriculum Director  
 Adult Training Director  
 6 Continuing Education Teachers  
 Shop Instructor  
 2 Secretary Skills Teachers  
 2 Business Industrial Arts Teachers  
 Vocational Training Director  
 Social Arts/Social Symbols Manager  
 Paramedic  
 Electrician  
 Contractor  
 8 Ship Captains  
 Ferry Manager  
 Refrigeration Mechanic  
 Marine Mechanic  
 Manager Mechanic  
 Master Mechanic  
 2 CPA  
 Director of Fishing Industries  
 Copra Manager  
 Farmer (Land)  
 Farmer (Marine)

## CONSULTANTS

Vocational Training  
 Anthropology  
 Wind and Solar Energy  
 Nutritionist  
 Catchment Systems  
 Architect  
 Sanitation Engineer  
 Ferry Systems  
 Fishing  
 Fish Boat Building  
 Building Materials  
 Canning  
 Plastics  
 Metalinks  
 Copra  
 Truck Farmer  
 Marine Biology  
 Soil Building

ICA: CHICAGO

Quarter IV

## PRACTICAL EXPERTISE GRID

Tenth Guardians Consult

April 9-11, 1976

## JEJU DO

## PERMANENT STAFF

PreSchool Director  
 Director of Rural Schooling  
 2 Instructors in continuing education  
     business  
     social mechanics  
 Global Language Instructor  
 Vocational Training Director  
 Director of Cultural Center  
 Youth Director  
 Manpower Director  
 Home Economist  
 Nurse/Administrator/Trainer  
 Nutritionist  
 Plumber/Electrician  
 Director of Public Works  
 Mechanic/Trainer  
 Local Marketing Business Administration  
 Banker  
 Land Farmer  
 Animal Husbandry Farmer  
 Director of Income Farming

## CONSULTANTS

Doctor  
 Public Health  
 3 Architects  
 City Planner  
 Home Building  
 Sanitation and Sewage  
 Roads  
 Local Marketing Business  
 Credit Unions  
 Industrial Development  
 Textile  
 Electronics  
 Cold Storage  
 Land Nursery  
 Crop Farming  
 Animal Husbandry

## KAWANGWARE

## PERMANENT STAFF

Imaginal Education Teacher  
 Adult Education Teacher  
 Education Development Director  
 Community Director  
 Nurse  
 Building Contractor  
 Architecture  
 Sanitation Engineer  
 Office Manager  
 Business Manager  
 Businessman  
 Retailer  
 Savings, Banking and Accounting  
 Civil Engineer  
 Market Research  
 Farm Marketer  
 Mushroom Farmer  
 Animal Husbandry  
 Horticulturist  
 Agronomist  
 Irrigation Expert

## CONSULTANTS

# GLOBAL SOCIAL DEMONSTRATION DESIGNS

T/F 5

WE NEED THE WISDOM OF EACH GUARDIAN CONCERNING ORGANIZATIONS AND COMPANIES WITH POTENTIAL SOCIAL DEMONSTRATION PROJECT CONSULTING EXPERTISE AND THE BEST MEANS OF CONTACT. EXAMPLES OF SUCH ORGANIZATIONS INCLUDE: (1) Rotary International, (2) SCORE (Service Corps of Retired Executives), (3) EXXON Corporation, and (4) Universities or State Colleges. PLEASE LIST THE TOP THREE ORGANIZATIONS/COMPANIES/schools TO WHICH YOU BELONG OR IN WHICH YOU HAVE A PERSONAL CONTACT

NAME OF ORGANIZATION					CONTACT PERSON	DATE OF NEXT MAJOR MEETING	INTERNAL PUBLICATION YES/NO	REMARKS
	LOCAL	STATE	NATIONAL	INTER-NAT				
I								
II								
III								

NAME \_\_\_\_\_

TASK FORCE \_\_\_\_\_



GLOBAL COMMUNICATIONS PROJECTS  
PROJECTS CONSULTATION SCHEDULE

ICA Consultants

YEARS		1975 - 1976	1976 - 1977	1977 - 1978	1978 - 1979
QUARTER		(2)	(1)	OSAKA (15)	(24)
QUARTER I	JUL	1. Conduiguri	1. Jakarta GLAPADUA (2 COCONURS)	1. Lagos	1.
	AUG		2. Wash D.C.	2. Frankfurt	2.
	SEP	2. Kwangyung II	3. Cairo EL BAIAD	3. Taipei	3.
QUARTER II	OCT	3. Kawangware	4. Berlin	4. Brussels	4.
	NOV		5. Caracas	5. Tehran	5.
	DEC	4. Maliwada	6. Manchester	6. Edmonton	6.
QUARTER III	JAN	5. Majuro	7. Osaka	7. Calcutta	7.
	FEB		8. Rome	8. Glasgow	8.
	MAR	6. Isle of Dogs	9. Lahore	9. Colombo	9.
QUARTER IV	APR	7. Fifth City	10. AREA San Fran (IND. RESRVN)	10. Houston	10.
	MAY		11. Singapore	11. Suva	11.
	JUN	8. Lapu Lapu	12. Paris	12. Bristol	12.
				13. Dar-es-Salaam	13.
				14. Montreal	14.
				15. Dacca	15.
				16. Anchorage	16.
					17.
					18.
					19.
					20.
					21.
					22.
					23.
					24.

SOCIAL DEMONSTRATION  
GUARDIAN SURVEY

Nationality \_\_\_\_\_  
Language \_\_\_\_\_

NAME \_\_\_\_\_

HOME ADDRESS \_\_\_\_\_ PHONE \_\_\_\_\_

BUSINESS ADDRESS \_\_\_\_\_ PHONE \_\_\_\_\_

What practical experiences have you had in community involvement? (What kind of things do you know how to do?)

What particular roles you have played,  
skills you have:

Community planning \_\_\_\_\_

Leadership analysis \_\_\_\_\_

Sociological survey \_\_\_\_\_

Other \_\_\_\_\_

Event coordination \_\_\_\_\_

Organizational evaluation \_\_\_\_\_

Organizing skills \_\_\_\_\_

Group motivation \_\_\_\_\_

Lecture Building \_\_\_\_\_

Public Speaking \_\_\_\_\_

Workshop leading \_\_\_\_\_

Song leading \_\_\_\_\_

Other \_\_\_\_\_

## COMMUNITY IMAGE

What practical experiences have you had in this arena? (What kind of things do you know how to do?)

### Arts:

Artist \_\_\_\_\_

Musician \_\_\_\_\_

Writer \_\_\_\_\_

Drama \_\_\_\_\_

Dance \_\_\_\_\_

Poet \_\_\_\_\_

Song writer \_\_\_\_\_

Cinematographer \_\_\_\_\_

### Communication:

Media skills \_\_\_\_\_

Journalist \_\_\_\_\_

Advertising skills \_\_\_\_\_

Graphic skills \_\_\_\_\_

Photographer \_\_\_\_\_

Speech writer \_\_\_\_\_

### Heritage:

Historian \_\_\_\_\_

anthropologist \_\_\_\_\_

Linguist \_\_\_\_\_

Liturgical skills \_\_\_\_\_

### Recreation:

Athletic Instructor \_\_\_\_\_

Travel consultant \_\_\_\_\_

### Public relations:

Public Relations skills \_\_\_\_\_

### Other:

## PROJECT AUTHORIZATION

What practical experience have you had in this arena? (What kinds of things do you know how to do?)

Check particular roles you have played, skills you have.

Backup Services:

Community analysis \_\_\_\_\_

Corporate legal experience \_\_\_\_\_

Corporate tax experience \_\_\_\_\_

Proposal writing \_\_\_\_\_

Leadership Experience:

Public leadership \_\_\_\_\_

Project management \_\_\_\_\_

Practical Implementation:

"Political" lobbying \_\_\_\_\_

Project Funding \_\_\_\_\_

Project advocacy \_\_\_\_\_

Other: \_\_\_\_\_

## COMMERCE

What practical experiences have you had in this area? (What kind of things do you know how to do?)

Check particular roles you have played, skills you have...

Distribution:

Transportation \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Freight \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Import/export \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Marketing:

Advertising \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Sales \_\_\_\_\_

marketing skills \_\_\_\_\_

\_\_\_\_\_

Business

Banking \_\_\_\_\_

Small Business experience \_\_\_\_\_

\_\_\_\_\_

Co-ops/credit unions \_\_\_\_\_

\_\_\_\_\_

Management:

Communication \_\_\_\_\_

Office skills \_\_\_\_\_

\_\_\_\_\_

Data processing \_\_\_\_\_

\_\_\_\_\_

Accounting \_\_\_\_\_

\_\_\_\_\_

Personnel management \_\_\_\_\_

Other \_\_\_\_\_

## AGRICULTURE

What practical experiences have you had in this arena? (What kind of things do you know how to do?)

Check particular roles you have played, skills you have...

Farming:

Grain Crops \_\_\_\_\_

Vegetables \_\_\_\_\_

Fruit \_\_\_\_\_

Mariculture \_\_\_\_\_

Horticulture \_\_\_\_\_

\_\_\_\_\_

Forestry \_\_\_\_\_

Entomology \_\_\_\_\_

\_\_\_\_\_

Irrigation \_\_\_\_\_

\_\_\_\_\_

Agronomy \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Farm Machinery \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Climatology \_\_\_\_\_

\_\_\_\_\_

Other \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Animal Husbandry:

Livestock \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Poultry \_\_\_\_\_

Fishing \_\_\_\_\_

Other \_\_\_\_\_

6

## TRAINING

What practical experiences have you had in this arena? (What kind of things do you know how to do?)

Check particular roles you have played, skills you have...

Teacher

Subject(s) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Age(s)

\_\_\_\_\_

\_\_\_\_\_

Educational specialist \_\_\_\_\_

\_\_\_\_\_

Tutoring \_\_\_\_\_

\_\_\_\_\_

Other \_\_\_\_\_

\_\_\_\_\_

Educational methods skills \_\_\_\_\_

\_\_\_\_\_

Special education skills \_\_\_\_\_

\_\_\_\_\_

Continuing education skills \_\_\_\_\_

\_\_\_\_\_

Media education skills \_\_\_\_\_

\_\_\_\_\_

Vocational training skills \_\_\_\_\_

\_\_\_\_\_

Educational administrator \_\_\_\_\_

\_\_\_\_\_

Counsellor \_\_\_\_\_

\_\_\_\_\_

Librarian \_\_\_\_\_

\_\_\_\_\_

Curriculum designer \_\_\_\_\_

\_\_\_\_\_

## PUBLIC SERVICES

WHAT practical experiences have you had in this arena?( What kind of things do you know how to do?)

Check particular roles you have played,  
skills you have...

Health Services:

Health delivery

physician\_\_\_\_\_

nurse\_\_\_\_\_

dentist\_\_\_\_\_

other\_\_\_\_\_

Preventive medicine\_\_\_\_\_

Nutrition\_\_\_\_\_

Personal/family services

Family Life education\_\_\_\_\_

legal/paralegal\_\_\_\_\_

tax advisory\_\_\_\_\_

counselling, personal/family\_\_\_\_\_

counselling, employment/vocational\_\_\_\_\_

home management\_\_\_\_\_

Community Services

Transportation\_\_\_\_\_

Emergency Services\_\_\_\_\_

Community Design\_\_\_\_\_

Sanitary Engineering\_\_\_\_\_

Utilities supply\_\_\_\_\_

Fire protection\_\_\_\_\_

Police protection\_\_\_\_\_

Recreation programming\_\_\_\_\_

Other\_\_\_\_\_



INDUSTRY

What practical experiences have you had in this arena? (What kind of things do you know how to do?)

Check practical roles you have played, skills you have...

Production:

Inventor \_\_\_\_\_

Manufacturing \_\_\_\_\_

Engineering \_\_\_\_\_

Industry \_\_\_\_\_

Inventory \_\_\_\_\_

Food

Storage \_\_\_\_\_

Processing \_\_\_\_\_

Preservation \_\_\_\_\_

Maintenance/repair

Mechanical \_\_\_\_\_

Electrical \_\_\_\_\_

Machinery \_\_\_\_\_

Engines \_\_\_\_\_

Electronics \_\_\_\_\_

Other \_\_\_\_\_

Construction

Carpentry \_\_\_\_\_

Plumbing \_\_\_\_\_

Masonry \_\_\_\_\_

Refrigeration \_\_\_\_\_

Heating \_\_\_\_\_

Engineering \_\_\_\_\_

Architecture \_\_\_\_\_

## MALIWADA PRACTICAL EXPERTISE JOB DESCRIPTIONS

— Business Manager - operate Maliwada Trading Company trading post and train a local manager and employees. Functions of trading post include a village store, community transport service, exchange agent for local export, common purchasing, storage facilities.

— Business Administrator - oversee Local Industries Combine for two or more years. Combine includes local factory programme, cottage industries, village food processing programme, resource development programme to research and develop untapped production and marketing possibilities. Will be assisted by local marketing director and an accountant.

— Local Marketing Director - conduct market surveys for the Farmers cooperative, research and develop marketing possibilities for local untapped resources, develop high yield markets for the Maliwada Trading Company.

— Industrial Engineer - work with programmes of the Local Industries Combine, particularly local factory programme, village food processing programme.

— Land Farming Director - work with Farmers Cooperative in the soil fertility improvement plan and assist the Demonstration Farm crop development programmes, crop planning consultation, farm machinery pool.

— Vegetable Farmer - work with village vegetable garden programme on the community commons.

— Dairy Farmer - work with village dairy herd programme on the Community Commons.

— Poultry Farmer - work with village poultry programme, poultry to be raised in sheds on the Village Commons using the deep litter system.

— Animal Husbandry Director - direct programme to improve local livestock by importation of quality stock and demonstration of profitable animal husbandry.

— Irrigation Manager - oversee Village Irrigation Project which will: build bunds across creeks to store water for irrigation, develop and implement a water use scheme for the whole area, involve bore drilling and well improvement programmes. A dam expert and an engineer will also act as consultants to the project.

— Farmers Coops Director - direct four-pronged joint agricultural effort including corporate planning delineating cropping patterns, land development program (assisted by irrigation management), farm road programme, corporate produce marketing service. Programme will also be assisted by and related to the Irrigation Project, Demonstration Farm, Commercial Services Union, and Trading Post.

## MALIWADA PRACTICAL EXPERTISE JOB DESCRIPTIONS

### CONSULTANTS

- \_\_\_\_ Nutritionist - to work with the schools and village demonstration home to provide one public meal daily from the community kitchen. Plan and direct execution of a nutritional education program using imaginal and pictorial chart.
- \_\_\_\_ Architect to assist in creating a design for village housing using low cost building materials, locally available resources and local labor.
- \_\_\_\_ Sanitary engineer to help develop a design for a sanitray system and a drainage system of stone-lined drainage ditches to channel surplus water during the monsoon season. Supervise the design and installation of the domestic water system.
- \_\_\_\_ Civil engineer to work with the sanitary engineer to develop a draining system, independent street light system, telephone system, a villageroad design plan, alndscape the village square.
- \_\_\_\_ Machine specialist to train local people in simple maintenance of machines to support the upgrading of cottage industry and introducing new light industry.
- \_\_\_\_ Accountant: train local manager and staff in contemporary office management and small scale financing for the commercial Service Union which will establish a credit union, develop fiscal means for expanding agriculture and new industries, provide assistance in farm and business management. Will also work with developing financing and accounting systems for the Trading Company
- \_\_\_\_ Animal husbandry: Establish breeding programme to upgrade village cattle, and programme to expand and upgrade present small stock production and introduce new forms such as rabbits and honeybees.
- \_\_\_\_ Fish farmer: Establish fresh-water fish farming business (using the irrigation water storage system to be developed) both for local consumption and export to urban areas.
- \_\_\_\_ Dam expert: will work with village irrigation programme to oversee building seven major bunds approximately five metres in height on three streams. Build an additional number of smaller rock-faced dikes across gullies to collect run-off water.

## MALIWADA PRACTICAL EXPERTISE JOB DESCRIPTIONS

Maliwada needs the following people right away. Please place a check beside any job you think you can handle, whether or not you have specific experience in all the arenas in the job description. We suggest that the Social Demonstration Post complete the writing of job descriptions for those personnel and experts needed at the other Demonstration Projects.

## PERMANENT STAFF:

- \_\_\_\_\_ Teacher Trainer - to provide leadership for local teacher trainees who are members of the Early Learning Centre staff, preparing the trainees to assume responsibility for the administration and care of the Centre and to train the village school faculty to function in the model school program.
- \_\_\_\_\_ 2 Preschool Teachers - to participate in a program to educate and provide quality care for infants, to diversify the social relations of those up to three years old, to engage their creativity and release their imaginal capacities, and to help initiate a community support for the educational structures.
- \_\_\_\_\_ Adult Training Director - for the Maliwada Community Academy's program to help develop the curriculum and train the staff for the village literacy program, adult basic or secondary education with emphasis on conversational English, the local heritage program, and social methods for community leadership.
- \_\_\_\_\_ 2 Heritage Researchers - will aid the residents to recapture their own rich cultural history, researching and writing a short history of the region around maliwada.
- \_\_\_\_\_ Home Economist - to work with the village Demonstration Home which consists of four components: a community kitchen to provide every villager with one meal daily, domestic management training(budgeting, menu planning, hygiene, sanitation, and child care), a family living program, and a nutritional education program.
- \_\_\_\_\_ Doctor - to work with establishing the Health Outpost, in a situation where the major health problems are tuberculosis, leprosy, eye disease, tropical diseases and children's disease.
- \_\_\_\_\_ Trained Staff Nurse - for the Maliwada Health Outpost working with two local attendant trainees to establish comprehensive health care including a medical file on each villager, preventive medical care program, first-aid services, outpatient administrative and nursing care. The nurse will also work with the Home Economist in the Village Demonstration Home in the nutritional and family program.
- \_\_\_\_\_ General Building Contractor - to provide a coordinated approach to the maintenance of public utilities, public services and developmental construction using the best wisdom of residents and outside consultants.
- \_\_\_\_\_ Residential Housing Director - to work on architecturally designed plan to physically reconstruct the village, rebuilding some existing structures and constructing new ones.

What are some of the gifts you can share on a Global Social Demonstration Consult because of your:

previous ICA work (type)  
organizational contacts  
special sympathies  
home-making/hostessing skills  
ethnic ties/foreign language  
other

Please specify:

What other contribution can you foresee yourself making on a global Consult?

I will...

- A. Serve on a One-Week Consult
- B. Serve in Project Initiation (Consult + 2 weeks to 6 months)
- C. Serve on Blitz Team to deal with specific project arenas.  
(2 weeks to 6 months)
- D. Serve as Auxiliary Consultant (6 months to 2 years)
- E. Serve on Social Demonstration Set-Up Team (1 year minimum)

I will be available...

- 1. For 5th City Consult (April 11-16) A    B    C    D    E
- 2. For Lapu Lapu Consult (May 23-30) A    B    C    D    E
- 3. Others upon notice  
Length of notice required \_\_\_\_\_  
A    B    C    D    E

## GUARDIAN NURTURE

It is proposed that the core guardians in each region conduct a "happening", 1 to 2 months after each guardians meeting. The purpose of this is to nurture and journey both active and potential guardians. This event may take one of several possible forms, and needs to be held in guardians homes. Cross regional guardian interchange is recommended. Methods for accomplishing this have been established and will be included in subsequent mailing.

## MOBILIZING SECULAR FORCES

This arena deals with unblocking the contradiction of lack of tools for releasing massive participation in Human Development Projects. A sample proposal letter was created for releasing middle managers of corporations to participate in a 2 week Consult. This letter could also be used to obtain participation for a period of 3 months to one year in a Human Development Project. With modification the letter could enable corporation employees who are approaching retirement and possibly men and women already retired, to participate in Human Development consults and projects. Similar letters could be constructed to obtain participation of students (with credit), and to obtain the release of men and women with specific talents and capabilities. In addition, a series of tactics for the next 6 months was created.

## GUARDIAN NETWORK

In order to give new images and methods to strengthen the guardian network in regions, the following products were produced:

1. Twenty-two ways to intensify guardian engagement
2. The priorship of guardians for guardians
3. Recommendations for Movement communication service costing \$10.00 per quarter for 4 key documents a week from Chicago Centrum, with Order Blank.

## PROFESSION ENGAGEMENT

Guardian Intensification Designs would recommend that in order to increase occupation impact within the local setting a time be set aside to meet as guilds at the October Guardians meeting. A list of guidelines has been prepared to begin work on this task and will be mailed out to guardians at a later date. The proposed guidelines including mechanics for this meeting are as follows:

1. Convene convenors before end of present consult
2. Identify groups of guardians
3. Lay out tasks for fall meeting
4. Instruct new consultants for preparing briefs
5. Prepare mailings to be sent before hand to guardians
6. create recruitment story for fall guardians guild meetings. Also include in the mailout is a brainstorm list of suggestions to immediately and directly impact your local occupational setting.



THE ATTRIBUTES OF A CONSULTANT IN SOCIAL DEMONSTRATION

The Consultant:

Knows basic social methods for releasing local man to participate in creating the future. Knows his subject well enough to share in appropriately in the particular situation, knows local man's essential to the project and can be trusted to create a glorious future. He teaches by sharing his knowledge, releases creativity by asking the right questions, evaluates and integrates the results of the communities work, works impartially with everyone and is a member of a corporate team. The consultant is a catalyst in local community to perceive humanness and raise the possibility of creating new humanness, transmitter of confidence and is a visible sign of concern to members of the local community.

THE ATTRIBUTES ABOVE ARE THE FUNCTIONS AND GIFTS OF THOSE WHO PARTICIPATE IN THE INITIATORY CONSULTS, IRRESPECTIVE OF THE DEGREE TO WHICH A PERSON HAS SPECIFIC TECHNICAL KNOWLEDGE OR METHODOLOGIC PROWESS.

GUARDIAN TRAVEL POOL FOR GLOBAL CONSULTANT ASSIGNMENTS.

PROPOSAL

The Demand for skilled consultants for the Global Social Demonstration projects require that a Guardian travel pool be established. There are certain consultants whose skills will be required at the multiple project sites and a travel pool would make this assignment possible without placing an undue burden on the Consultant. This travel pool would engender a sense of corporate Guardian responsibility for the global social demonstrations as well as broaden the base of available Consultants by not depending on the Consultants immediate ability to pay his way.

We further propose that Guardians, who intend to go on Global assignment to Social Demonstration actualization, pledge one round the world plane ticket, payable quarterly over two years; such funds to be available to finance his trip. This travel pool does not apply to the initiatory consult trips of guardians who have not as yet contributed their full pledge.

GUARDIAN INTENSIFICATION DESIGNS

Recommendations:

1. The four weekly publications--Global Order Report, PCE Report, Global Community forum "Shorts" and one transcript are to be mailed weekly to guardians and colleagues who request it.
2. The cost of this mailing is \$10.00. Please mail your check to Marge Tomlinson, Global Operations Centrum. Write the check to ICA and designate it "Movement Communication Service."

Insights on Priorship Responsibility of Guardians

1. Every guardian sees self as a prior in the sense that there are many colleagues to care for.
2. Every guardian should build models to catalyze and strengthen the guardian power in the region or bi-metro.
3. Guardians in a region should meet to focus on a task if that task demands it.
4. Guardians should feel free to create structures and task forces when necessary.
5. Guardian leadership should build models with house priors to ensure the one unity of the movemental thrust.
6. A guardian leadership from each area should attend continental priors council in Chicago every quarter.
7. A guardian representative should be a presence at guardian families symbolic events, marriages, funerals etc.
8. The regional guardian leadership should ensure local guardians receive appropriate reports and articles and constructs from Centrum.

22 Ways Guardians Can Intensify Their Engagement

1. Decide to be the coordinator of a Town Meeting to happen this summer in your community or in your neighborhood if you live in a large city.
2. Ask to be assigned as a workshop leader at some Town Meetings, get trained and become an expert at leading workshops.
3. Prepare yourself to be a Town Meeting orchestrator by leading T.M. workshops,



working with a steering committee, accompanying 2 orchestrators on Friday and Saturday of a Town Meeting '76, taking notes on the Town Meeting talks, and preparing your own (morning-man, afternoon-woman) talk.

4. Escort friends, acquaintances from surrounding towns to Town Meetings, building contexts all day for a future Town Meeting '76.
5. Become assigned to do Town Meeting circuits with a team on the basis of rational geography. Build team strategy for your turf.
6. Even if fully employed, set time aside each week to be on the road doing your T.M. circuit.
7. Plan with your regional guardianship your movement assignment.
8. Participate in quarterly regional or bi-metro planning council and mid-quarter "course correction" councils. Assume responsibility for telephoning house often for quarterly calendar, date changes and other crucial meetings you should be part of.
9. Decide your yearly pledge to I.C.A. "We no longer need to be the 'object' of development."
10. Set up funding appointments with your professional contacts, clients and patients, and go on development calls with development.
11. Go to a global social demonstration consult within the next 12 months.
12. Respond to the Global Social Demonstration needs.
13. Recruit professional and occupational expertise to a Global Social Demonstration. Consult by doing speaking engagements, visiting, reports, etc. Inform and coordinate positive results with GSD Post at Chicago.
14. If you have access, use your professional, trade, church journals to tell the T.M. and GSD story.
15. Bring a new guardian to the October Guardians' Meeting.
16. Hold catalyzing events (evenings at your home, etc.) telling your T. M. and GSD experience, showing slides and inviting T.M. grads, steering committees, etc.
17. Pick up your super-duper handy-dandy party pack and raise \$\$ for the Kemper Conference Center.
18. Introduce resources and methodologies of EI and ICA to your own local church or synagogue.
19. Introduce your business contacts to ICA methods.
20. Share with House hosting of International Training Program participants from

overseas and set up speaking engagements for them at your church, club, etc.

21. Feel free to use order studies, ecclesiola manuals, PCE manuals at your family meetings and your metro cadre meetings in your geography.
22. Set aside a workshop period to create a 3-year personal timeline including academy, RSI once a year, 2 guardians meetings a year, 2-6 months' field work at a GSD.

This proposal deals with unblocking the major contradictions in the arena of providing massive participation for the proposed Human Development Project. The attached sample letter is aimed at releasing mid-management persons of major corporations for participation in a two-week Human Development Project Consult.

Task Force VI  
Releasing Guardians

To be sent out in packet  
to guardians at Consult.

BENEFITS  
TO  
CORPORATION  
AND  
SOCIETY

Benefits of this program are to both the corporation and society. Seven governments at this time are closely following these pilot demonstrations of rapid comprehensive community reformulation with the hopes of massive replication. The advantages to the corporation to have employees who have broadened their awareness of another culture should be emphasized. It is out of such a pool of such employees that a corporate rationale and intuitive sense of future needs in society is realized. First hand market research is obtained on the practical needs of the globe, enabling decisions of any corporation which continues to pioneer relevant responses to the needs of society in the future.

COST

The cost to the corporation would be travel, per diem and salary for the employee. Local housing is usually provided. No other costs are involved.

TASK  
OF  
CONSULTANTS

The operating context of the consultant is to enable local people to take comprehensive responsibility for their community. The everyday work is done shoulder to shoulder with community volunteers. A broad spectrum of professional competence is applied to practical local problems. Each day begins with a gathering of the total project team to review the progress of all programs and coordinate the days assignments. Then the consultant works with a task team of local residents on the particular challenge assigned to them. He uses workshop methods to gather local wisdom to augment his own expertise in building models and timelines.

## SAMPLE PROPOSAL

NEED  
FOR  
CONSULTANTS

The Institute of Cultural Affairs has been responding to requests in numerous countries in the area of community reformulation. There has arisen a desperate need for experienced, skilled manpower to act as consultants for varied periods of time. The function of a consultant is to bring an objective perspective and inquiry into dialogue with the local resident's life experience. In addition, consultants bring a sense of possibility out of their field of expertise to problems which have defeated local people .

ROLE  
OF  
CORPORATIONS

The role of corporate business in the economic growth and social stability of global society is becoming increasingly clear to many futurically thinking executives and the firms they represent. The premise here is that firms whose goals, products and services are most recognizably consistent with providing for a viable global society may indeed be creating a most solid economic foundation. This foundation would almost certainly be consistent in the eyes of society as one of providing a crucial public service. For our purpose, let us examine the specific benefits to the corporation, to the individual employee and to society as a whole.

BENEFITS  
TO  
CORPORATION  
AND  
EMPLOYEE

The benefits to the corporation and the employee are manifold. A new sense of significance and purpose arises in persons who apply their skills in situations of great need. Employees rehearse the basics of their profession and develop a freshness in their approach to any task they take on. The corporation gains a more motivated person who is at ease in unusual situations and cultures. These persons acquire methods of working smoothly with others as well as a social and ethical awareness. In short, the nurture of the total growth of employees who are in touch with our changing society cannot help but nurture vital corporations.

PROGRAM  
SCHEDULE

At present there are eight Human Development projects in process; the oldest being 12 years old; the newest begun in recent months. Each of these were launched with a 2-week consult involving as many as 50 consultants from various nations and specialties. IN these initiating consults, a four-year plan is created, with implementation beginning immediately. Usually, there are 15 to 20 programs in a Human Development project, several of which require consultant sources. The second year there will be a consult for the purpose of evaluation and revision, involving smaller consult teams tailored to the situation. We are projecting an addition of at least 28 more projects in the next two years, making a total of 36. This means that during the next 2 years there will be an average of 2 consults a month, excepting summer.

I will be in touch with you in the near future to discuss the specifics of this exciting program of joint executive and community development.

FOLLOW UP RECOMMENDATIONS FOR GSD POST:

1. Frame three model proposals, including a letter(similar to the one attached for mid-management) aimed toward each of the following groups:
  - a) Corporate employees approaching retirement
  - b) College and university students
  - c) Special occupational groups like farm associations and retired mechanics.
2. Compile testimonials from Guardians who have participated in Human Development Consults to enable the formulation of a common Guardian story.
3. Distribute model proposals and testimonials to the six North American Houses.

FOLLOW UP RECOMMENDATIONS FOR AREA GUARDIANS:

In each of the six North American Areas, Guardian Task Forces are to be called into being to test the effectiveness of the model proposals and testimonials by preparing and submitting specific proposals to one each of Corporation, college and occupational groups.

SAMPLE FOR STUDENT INTERNSHIP TO SCHOOLS

INTRODUCTION AND OVERVIEW

EDUCATIONAL OBJECTIVES FOR STUDENTS




- 1) Problem solving methods
- 2) Intercultural awareness
- 3) Adaptability to change
- 4) Develop professional skills
- 5) Communication skills
- 6) Critical thinking
- 7) First hand experience with a pilot project for comprehensive community Development using a common global model

PROGRAM DESCRIPTION

- 1) Time- one quarter to one year
- 2) Travel supplied by student or university
- 3) Room, board and personal expenses depends on local costs to be paid by student or university
- 4) Academic credit by university
- 5) No faculty salaries or miscellaneous costs to the student or university



# OCCUPATION IMPACT

<p>Prioritize and Define Target Professions</p> 	<p>Create Implementary Format</p> 	<p>Design and Initiate Pilot Demonstrations</p> 
<ul style="list-style-type: none"> <li>-Two way impact</li> <li>-Prioritize key professions</li> <li>-Pressure points in professions</li> <li>-Catalogue &amp; research professions</li> <li>-Skill needs at Soc. Demons.</li> <li>-Entrees in each profession</li> <li>-Professions targeted - readiness</li> <li>-Identify &amp; research issues within each profession</li> <li>-Research age groups for guilds</li> </ul>	<ul style="list-style-type: none"> <li>-Introducing methods</li> <li>-Stories needed to approach a prof.</li> <li>-Appropriate methods for particular situation</li> <li>-Identify pressure points in a profession</li> <li>-Circulation of edge literature</li> <li>-List of existing professional org'n</li> <li>-Lifting out relevant Soc. Demons. stories</li> <li>-Conventions, professional gather'gs</li> <li>-Cultivate company employee groups</li> <li>-Use of house organs</li> <li>-Impact rationale</li> <li>-Personal style image</li> <li>-Training possibilities, opportunities</li> </ul>	<ul style="list-style-type: none"> <li>-Pressure points in profession</li> <li>-Question of form</li> <li>-List of who we know (entrees) in each profession</li> <li>-Identify &amp; research issues within each profession</li> <li>-Functional/dynamical design of profession</li> <li>-Research age groups for guilds</li> </ul>

## MOVEMENT COMMUNICATION SERVICE

Many of you have expressed an interest in receiving materials published on a weekly basis at Nexus Chicago such as the Global Order Report, the Primal Community Experiment Data Interchange, the Global Community Forum "Shorts" and occasional Global Social Demonstration reports. The "Guardian Intensification Designs" Task Force is proposing that on an experimental basis, you may receive these items in a weekly packet for the 13 weeks of Quarter IV by "subscribing" for a \$10.00 fee. Fill out the form below and turn it in as you exit or at the front desk along with your check made to ICA.

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_  
\_\_\_\_\_



**The Atchison, Topeka and Santa Fe Railway Company**

*A Santa Fe Industries Company*

80 East Jackson Boulevard, Chicago, Illinois 60604, Telephone 312/427-4900

Tuesday, April 13, 1976

The Student House  
Institute of Cultural Affairs  
4750 North Sheridan Road  
Chicago, Illinois 60640

Dear Colleagues:

We want you to know first that we are extremely proud of you and then, want to thank you for your help in making the 10th Guardian Consult such a success.

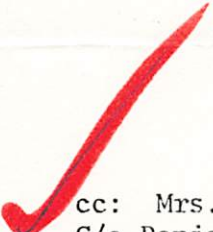
All of the Guardians that attended the weekend were very much impressed with your poise, sophistication and graciousness. You handled the meals superbly and as one of the Guardians said to us -- "That was the finest handling of meals that we have seen at any consult."

So -- real ladies and real gentlemen that you are, we know it was hard work and want you to know it was most appreciated by all.

Take care of yourselves -- and

Grace and Peace

  
Jeff Coolidge  
Don Moffett  
Rod Wilson

 cc: Mrs. Carol Pierce  
C/o Panjayat I.C.A.  
Chicago

# 10<sup>th</sup> Guardian Consult

TASK ARENA	PRODUCT
1. Relationship to Vocation & Movement	1. Manifest: Historical picture 50 ways to relate to Movt in my situation 2 Recommendations re area/regional meetings
2. Professional/Business Funding	3. Strategy for large corporations/organizations
3. Economic Survival Model: Funding for TM/SD	4. Public piece: evidence of financial integrity 5. SD funding story 6. TM funding story - <i>sales pitch</i> 7. Comprehensive funding strategy: organizational plan
4. Patron Plan	8. Patron's list: new & old 9. Strategy built re patrons
5. Financing Instruments	<i>Expertise</i> { 10. Definition of instruments: uses, limits, dollars, time 11. Financing plan for various projects - <i>manual send to S.D. sites</i>
6. Purpose of EDGE/TASC	{ 12. Description: EDGE/TASC 13. Guardian relationship to EDGE/TASC 14. Rename TASC so universal
7. New TM Campaign Shape	15. 3 paragraph imaginal story re TM(beyond 76)
8. Model for Guardian SD Participation	16. Assignment availability 17. Model for getting "expertise" troops 18. Chart of 4 year troop expertise needs
9. National/Regional Network to Deliver TM	19. Entree strategy to networks (hard networks key) 20. Strategy/Procedure for getting networks to market TM 21. Chart to identify new markets/entree strategy
10. Participate in TM	22. List target cities (own communities) 23. Every body on sign up chart re participation 24. Chart: each guardian responsible for 5 TM
11. EI/ICA presentation piece	<del>25.</del> Create presentation piece
12. National TM Promotion Event	<del>26.</del> Put together film clip to sell networks 27. List access channels to networks
13. Computerized Exchange System	28. Systems analysis model 29. In-kind sources: equipment/people/storage services 30. <u>Equipment - Things</u>

**10th Guardian Consult:**

**Announcement/Context:** Expanding Guardians--each guardian bring friend(guest) to  
next guardian meeting

**Packet:** New story and form for obtaining letters of credit





## THE INSTITUTE OF CULTURAL AFFAIRS

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

To: Guardians of the Institute of Cultural Affairs  
From: The 10th Guardian Consult--April 9 - 11, 1976  
Task Force on Guardian Intensification Designs

Those of us gathered in Chicago to celebrate the events of the past six months and look to the future, are continually aware of the absence of colleagues throughout the nation who, for various reasons, are unable to be with us for the 10th Guardian Consult. We therefore propose that in each area, region, metro--or whatever geographical unit contains us--that a "happening" be held, no more than two months after each Guardian Consult, for the purpose of informing current and potential guardians what is happening in the world relative to Global Community Forum, Social Demonstration, and the Primal Community Experiment. The attached chart suggests the format and possible content of this meeting. It is suggested that one guardian in each area (see attached list) be responsible for contacting other guardians in the area to coordinate this event in his or her immediate geographical area.

Please note that slides, photographs, keynote addresses, etc., are available from centrum. A list of guardians who have attended Social Demonstration Consults is also attached; it is suggested that every effort be made to secure at least one consult participant as a guest speaker at each meeting; the catalytic effect of sharing first-hand experiences cannot be duplicated by second-hand reporting.

It is also proposed that during the next six months, the core group of guardians in each region plan and implement a number of other events which will awaken guardians to our task of caring for ourselves and serving humanity. Suggested events include:

1. Assemblies for Town Meeting participants (see attachment)
2. Community work days
3. Geo-social analyses of key communities
4. Conversation/study evening

The consensus of this task force is that, while we want to avoid the pitfall of becoming a social club, there is a global task to be done by Those Who Care, and to serve this end, it is necessary to gather corporately from time to time for exchanging information and exploring the ever-growing opportunities for engagement.

Enclosures: List of guardians participating in G.S.D. consults  
"Catalyzing Event for Guardians" charts  
PCE Data Exchange--Northern Illinois Town Meeting Assembly



CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT

# NORTH AMERICAN CONTACT GUARDIANS

10th Consult

Quarter IV 1976

AREA/REGION	CONTACT PERSON	ADDRESS	PHONE NUMBER
<u>CHICAGO</u>	David & Marty Butler	5100 Oakland Ave S. Minneapolis, Mn 55417	612/825-2347
Chicago	Ellen Rebstock	3019 Summit Milwaukee, Wi 53211	414/962-4838
Kansas City	Paul Ertel	1424 W. 50th St. Kansas City, Mo 64112	816/561-1316
Minneapolis	Lewis Pierce	3 Sparrow Lane St. Paul, Mn 55110	612/484-0114
Cleveland	Mr & Mrs Jack Gillis	14017 Ashwood Rd. Shaker Heights, Oh 44120	216/751-1052
Detroit			
St. Louis			
<u>HOUSTON</u>	Tom & Pat Whitsett	6208 Lansbrook Lane Okla City, Ok 73132	405/721-3343
Houston	Charles Bush, Jr.	P.O. Box 387 Athens, Tx 75751	214/675-2221
Oklahoma City	Dr. & Mrs. Whitsett	6208 Lansbrook Lane Oklahoma City, Ok 73132	405/721-3343
New Orleans	Wayne Stracener	1569 Dauphin St. Mobile, Ala. 36604	205/479-9230
Miami	Scott Stahr	10420 S.W. 82nd Ave. Miami, Fl 33156	305/271-0370
Atlanta	James Kelbaugh	6225 Heritage Pl. Charlotte, N.C. 28210	704/364-5823
Memphis	Don and Anne Loy	405 Eleanor St. Knoxville, Tn 37917	615/524-7156
<u>NEW YORK</u>	Dick & Joan Seacord	9 Darby Ave. Croton on Hudson, NY 1-520	914/271-5764
New York	Dick & Joan Seacord	(same)	
Pittsburgh			
Washington	Clesson McDonald	3805 Estel Rd. Fairfax, VA 22030	703/591-3018
Philadelphia			
Boston	Duane Day	16 Forrest St. Sudbury, Mass 01776	617/443-8076
Rochester	Ralph Black	870 Arnet Blvd. Rochester, NY 14519	716/328-9431
<u>SAN FRANCISCO</u>	Bill & Pat Goodger	141 Caselli San Francisco, CA 94115	415/552-0246
Seattle	Mr/Mrs Bruce Robertson	2706 Harvard Ave. Seattle, WA 98102	206/322-2425
San Francisco	Mr/Mrs Jon Thorson	119 Bridge Rd. Hillsborough, CA 94010	415/348-1735
Los Angeles	Mr/Mrs Richard Newcomber	2717 Santa Rosa Av Altadena, CA 91004	213/791-1807
Phoenix	Mr/Mrs Fred Emerson	4011 E. San Juan Ave Phoenix, Az 85018	602/95907922

# NORTH AMERICAN CONTACT GUARDIANS

pg. 2

AREA/REGION	CONTACT PERSON	ADDRESS	PHONE NUMBER
SAN FRANCISCO(cont.)			
Denver	Dr/Mrs Don Elliott	70 Eudora St.	303/355-4552
Billings/Rapid City		Denver, Col 80220	
<u>MONTREAL</u>	Ron & Marcie Clutz	2507 E. Ste Catherine	514/525-7324
Montreal		Montreal, Quebec, Canada	H2K 2K1
Quebec			
Toronto			
Ottawa			
Halifax			
London			
<u>EDMONTON</u>	Jim & Lynn Bell	10015 - 105A Avenue	403/424-7098
Edmonton		Edmonton, Alberta, Canada	T5H 0M5
Saskatoon			
Vancouver			
Anchorage			
Calgary			
Winnipeg			



# Catalyzing Event for Guardians

WEEKS

1	2	3	4	5	6	the event
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Strategy  
organization

mail  
invitations

task force implementation

practices

the  
event!

TASK FORCES

	Format	Finances	Food / Decor	Practices
TASKS	invitations mailing printing flow of the evening	budget raise cash in-kind	menu purchase food cooking model decor model	set up cooking serving/clearing wash clean-up
COMM-52				

# Catalyzing Event for Guardians

WHY	WHO	WHAT	WHERE	WHEN	How
<p><u>Rational Aim:</u> Telling the story of Global Social Demonstration &amp; Community Forum Reporting on continental Guardian Consult</p> <p><u>Existential Aim:</u> Awakening &amp; engaging Those Who Care +</p>	<ol style="list-style-type: none"> <li>1. Current Guardians</li> <li>2. Potential guardians</li> <li>3. Key contacts for GSD &amp; GCF</li> <li>4. Any others interested in profound social change</li> </ol>	<p>A social event hosted by the core guardians including such activities as witnesses &amp; spins, slide shows, reporting, informal &amp; corporate conversation; relaxing atmosphere utilizing numerous resources as indirect impact tools. Available are G.C.F. shorts (centrum), G.S.D. documents, slides, photos, art objects, forms/lists of services &amp; materials needed.</p>	<p>By region at a place appropriate relative to guardian density +</p> <p>In home of a guardian</p>	<p>Semi-annually 1-2 months following Continental Guardians Consult</p>	<p>Centrum co-ord. with key area guardian who in turn relates to the regional guardians. Core regional guardian task force form to implement model (included is suggested T/L)</p>



## GUARDIAN PARTICIPANTS IN GLOBAL SOCIAL DEMONSTRATION CONSULTS

### MAJURO CONSULT

Robert and Ruth Foster	Bellingham, WA	206/734-7418
Charles and Roberta Lapp	Washington, D.C.	202/832-0007
David and Ellen Rebstock	Milwaukee	David 312/769-6363 (Academy)
		Ellen 414/671-4376
Sue Colthurst	Lafayette, Calif	415/284-2060
Joe Trewyn	Milwaukee, Wisc.	414/281-4434
James Reed	Upland, Calif.	714/982-0097
Carla Reed	Phoenix, Ariz	602/956-3008
Chet Thomas	San Jose, Calif	408/265-8670
Sherry Thorson	Hillsborough, Calif.	415/348-1735
Joe Timlin	Mt. Uptown, N.Y.	607/764-8536

### KAWANGWARE CONSULT

Dr. Harry Bliss	So. Portland, Me	207/799-8310
Charles Bush	Athens, Tx	214/675-2221
William Goodger	San Francisco, Calif	415/552-0246
Dan Isherwood	Fairhope, Ala.	205/928-5121
Tom Smeltzer	Milwaukee, Wisc.	414/242-2499
Dick and Ann Whanger	Houston, Tx	713/723-0858

### JEJU-DO CONSULT

Jeff Coolidge	Boston, Mass.	617/742-5438
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### MALIWADA CONSULT

William Bingham	Raleigh, N.C.	919/787-1775
Robert Donaldson	Nashville, Tenn	615/383-6919
Roger Guissinger	Baton Rouge, La.	504/766-3043
Jan Kudick	Merrill, Wisc.	715/536-4361
Lela Mosley	Chicago, Ill.	312/722-3444
Nadine Green	Greenfield, Iowa	515/743-6213
James Overall	Salt Lake City, Utah	801/355-6085
Bud Philbrook	St. Paul, Mn.	612/296-4326
James Phillips	Chicago, Ill.	312/769-6363
Russell Wheelock	Kansas City, Mo.	816/361-1960
Nancy Eggert	Milwaukee, Wisc.	414/562-0467

### ISLE OF DOGS CONSULT

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David Wood	Chicago, Ill.	312/3383993
Bill and Carol Henshaw	Bellingham, Wash.	206/743-6371
Mary DeLauche	Cedarburg, Wisc.	414/377-3382
H.W. Phend	Downers Grove, Ill.	312/963-2858
Doug Thornsjo	Cape Elizabeth, Me.	207/799-2741
Paul Ertel	Kansas City, Mo.	816/561-1316
Dick and Mickey Newcomber	Altadena, Calif	213/791-1807
Pat Goodger	San Francisco, Calif	415/552-0246
Don Moffett	Baltimore, Md.	301/377-0534
Harlin Jensen	Seattle, Wash.	206/364-7289
George McBurney	Chicago, Ill.	312/251-8680
Shirley Lapp	Waukesha, Wisc.	414/547-3673
William Fox	Waterloo, Ontario, Canada	519/884-1325

# THE PRIMAL COMMUNITY EXPERIMENT

## THE DATA INTERCHANGE WEEK 13

### THE NORTHERN ILLINOIS TOWN MEETING ASSEMBLY

"Apathy is cureable"--"The silent majority spoke"--"Uncle Sam is reborn" were a few of the headline comments by participants in the first "Town Meeting Assembly" as they described the happenings of their Town Meetings. On April 3, 1976, Veteran Town Meeting steering committees from Northern Illinois' 21 Town Meetings joined with representatives from 11 communities who were planning Town Meetings and a few folks who came in response to a mailing to those who had attended a Town Meeting.

A huge banner "Town Meeting 76" on the outside of the ICA international Headquarters greeted assembly guests who were registered, welcomed, and singing by 10:30. The Morning was a time of rehearsing the Town Meeting event. Four speakers from four communities that had had Town Meetings recapped the event and what it had done for their community. Then the total assembly of 85 people added their insights as to what went into making a great town meeting. The give and take dealt with practical how's such as "how you transform a donation of 40 chicken legs into 400 veal cutlets," how you "do the 1900 tactics to get a large number of people involved in the town meeting before it even happens so you guarantee its success", how you assure "every week is a victory story for the Steering Committee", how you "get the Boy Scouts to help with the practices of the day." The morning exchange between those who had had Town Meetings and those who hadn't ended with each person writing a paragraph on the happening of their Town Meeting as they had experienced it or anticipated it.

At noon a buffet lunch--tables decorated with Town Meeting place mats and red streamers--and around the room displays and slides from various Illinois Town Meetings. The entertainment was singing the songs of the various Town Meetings and reflecting on the power of singing.

The role of the Steering Committee in occasioning the New Community was the subject of the opening spin of the afternoon. One workshop group consisting of those who were planning Town Meetings as well as veteran steering committee 'consultants' grappled with the Town Meeting set-up building on the work of the morning. A second group of Veteran Town Meeting participants took a closer look at their Town Meetings, the effect it had on the community and what this meant for the future of their communities. A Third group put into verse and song the significance of the assembly day.

The day ended in a plenary of decision--the decision to do TM's--dates set by some communities and reaffirmed by others --the decision on the part of the veterans to serve as consultants in setting up future Town Meetings, become workshop leaders, make presentations etc. Perhaps the spirit of the day was best held in the first verse of the song:

We are the first Town Meeting Assembly  
We've come to be expanded community.  
We will stick together and you will see  
Town Meeting for all will be reality.

The sharing of expertise in bringing off Town Meetings, the reinforcement of decision to have great Town Meetings in the future, the identification of new colleagues and the engagement of old colleagues held the significance of the day. The assembly answered a need that the participants felt --the yearning to share this profound happening with others. It also answered a need for creating new colleagues who will enable the momentum of the Town Meeting campaign.





## THE INSTITUTE OF CULTURAL AFFAIRS

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

April 19, 1976

To: The Guardians of North America

This packet comes to you out of the recommendation of the Tenth Guardian Consult, that all Guardians be kept abreast of the latest developments around the globe. It will come to you regularly, including a report of the global situation, a significant transcript, and a report from Social Demonstration. Other items will be added on occasion.

This packet focuses on the work of the Tenth Consult and includes the plenary reports of each of the Task Forces: Inclusive Funding Systems, Global Supply Systems, Local Management Systems, Community Forum Designs, Social Demonstration Designs, and Guardian Intensification Designs. A special letter from this last task force is also included, with a suggestion for a Guardian "happening" in your area. The transcript, this time, is Joe Mathews' report on the last six months in Social Demonstration. The Kawangware report is the third monthly report from this exciting project in Africa, and follows the February report given to the Guardians at the Consult. Also in the packet is the roster of those attending the Tenth Guardians Consult, April 9 - 11, 1976.



CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT

## KAWANGWARE HUMAN DEVELOPMENT PROJECT

### REPORT ON CURRENT ACTIVITIES

NAIROBI 17 MARCH, 1976

The following is a brief report on the activities of the Kawangware Human Development Project since the last report of this kind was made 7 February 1976. It also includes projects and plans for the coming month. All of the programmes and activities mentioned below are part of the programmes which are outlined in the Kawangware Human Development Project Document. Particular reference to them can be found in the Actuating Programmes section of the Document.

#### AGRICULTURAL PROGRAMMES

- 1) An additional small piece of land has been leased which will be used for demonstration and training purposes relative to producing cash crops on the small farm plots in the area.
- 2) Consultations have been held with the Ministry of Water Development including a half day field trip by one of their senior staff to ascertain the best way to secure water for irrigation in the area. They have made a number of recommendations which are being followed up on.
- 3) A group of ten men have begun a work-study programme in agricultural. They are receiving both practical and theoretical training in agricultural production. This programme is being supervised by a member of the staff of the Faculty of Agricultural of the University.
- 4) Several additional meetings have been held with the office of co-operative development. The District Co-operative Officer is now working with a group of our staff and community people to prepare for the starting of a co-operative society.

#### COMMERCE PROGRAMMES

- 1) Work has continued on the formation of a Kawangware Business Association which would be a registered society for the promotion of business betterment and development in the area.
- 2) Accounting classes for shop keepers have been started. They are being taught in Swahili by an accountant from a leading firm in the city who was an accounting teacher for many years. He is volunteering his time.
- 3) The creation of a cottage crafts industry has proceeded and markets have been secured for a number of handicraft items both here in Nairobi and internationally. Production of banana fibre mats has begun.

## COMMUNITY SERVICES PROGRAMMES

1) The work-study programme for young men has now been expanded to include forty men. Their work continues to be of service to the whole community while their study has shifted to study of methods of problem analysis, planning, etc. A number of conversations have been held with business firms and it is hoped to be able to enter a number of these young men into industrial training programmes in the next several months.

2) Initial work has been done on Kawangware market area and materials have been secured to pave the central drainage ditch in the market. This work is being done in co-operation with the Market Development Committee.

3) it is planned to secure some creative drawings of market stalls which could be built cheaply and which would provide adequate shelter for both sellers and buyers.

## TRAINING PROGRAMMES

1) Permission has been secured from the Provincial Office of Adult Education to conduct literary classes in Swahili. Arrangements with the Office of Education, Nairobi City Council, have been made to use the facilities of the Kawangware Primary School for this purpose. These classes will start 29 March.

2) Five basic English classes have been started. Each of these classes have 7 participants and meet for a total of three hours a week. The focus of these classes is upon conversational English for people who have little or no background in the English language.

3) In co-operation with the Kawangware Primary School special tutoring classes have been started for their standard seven students.

4) There is also another class starting which will be specifically for repeaters and private candidates for the CPE exam.

5) The second edition of the Home Infant Curriculum will be put out this month. The response to the first booklet in February has been very good and numerous people have asked about when another booklet would be available.

6) A family community training programme has been started. It is a programme for mothers and children together. It is for three hours each morning Monday through Friday. The programme has between 40 to 50 mothers participating and between 75 and 100 children ranging in age from infants to 6/7 years old. The curriculum varies, sometimes mothers and children are together, other times separate. The curriculum for mothers includes health, basic English, home care, etc.

Five women have entered a work-study programme where they assist in teaching this programme and are being trained in teaching methods relative to nursery school age children.

6) A programme of tutoring and supervised study for the children in standard one of the primary school is being conducted in the afternoons. The women in the work-study programme are also assisting in this programme.

#### COMMUNITY WELL-BEING PROGRAMME

1) Although there is still much work to be done on the programme centre building at the Kawangware Shopping Centre programmes are using the building each day from 8.00 a.m. to 7.00 p.m. It is hoped to finish the work on the ceiling and install electricity very soon.

2) Tuesday evening meetings have continued and have had good participation. They have proven valuable in both informing the community of new possibilities in programmes and in ensuring a constant feedback into the programmes from the community.

3) It is planned to begin issuing on a bi-monthly basis a two page leaflet which would contain news of programmes and encourage people to take advantage of these opportunities.

4) A meeting with the Nairobi City Council youth officers in the Western Division has been held and further discussions are planned to work through plans for youth activities particularly of a recreational nature.



# MONDAY PROGRAMME FLOW

TIME	LOCATION OF ACTIVITY		
	DEM. URBAN FARM	COMMUNITY CENTRE	OTHER FACILITIES
7:30	AGRICULTURAL TASK FORCE COLLEGIUM		
8:00		PUBLIC WORKS CORPS AND TEACHER CORPS JOINT COLLEGIUM	
8:30		TEACHER CORPS TRAINING	
9:00		LECTURE	
9:30			BASIC ENGLISH (GROUP 1)
10:00	TEAM 1 D.U.F. VEGETABLE PLANTING	HOME CURRICULUM	
10:30	TEAM 2 CO-OP VEGETABLE PLANTING	FINANCIAL MANAGEMENT SEMINAR	
11:00		ENGLISH LITERACY (ADULTS)	
11:30		PRE-SCHOOL CURRICULUM	
12:00		TEACHER CORPS TRAINING	
12:30		LUNCH	
1:00	LUNCH BREAK	BREAK	
1:30		LUNCH BREAK	
2:00			
2:30	BASIC ENGLISH (AG. CORPS)	LECTURE	STAKE VISITATION
3:00			
3:30		FAMILY CONSTITUTION SEMINAR	
4:00			
4:30			
5:00			
5:30		BASIC ENGLISH (GROUPS 2 & 3)	
6:00			
6:30		BASIC ENGLISH (GROUP 4)	
7:00			

PROVIDING FOR THE PRACTICAL NEEDS

I.	II. EXTENDED SUPPORT SYSTEMS	
INCLUSIVE FUNDING SYSTEMS	GLOBAL SUPPLY SYSTEMS	LOCAL MANAGEMENT SYSTEMS
Task Force 1	Task Force 2	Task Force 3
<p>* Rodney Wilson</p> <p>Robert Jaacks    Bob Miller Jackie Smith    Don Bushman Martin Pesek    Larry Henschen Fred Gruner    Ashleigh Betty Dyson    Norment Janet Baker    Bain Davis Harry Bliss Dick Seacord Sue Kirsch Bud Philbrook Tom Smeltzer Jay Antenen Ed Reames Lewis Pierce Larry Hatcher Randal Haithcock Dane Adkinson Lewis Chapman Linda Elizer Scotty Stahr Janet Love Lee Sugg Don Elliott Raye Dale Matt Nackowski Mary Hahn Marion Emerson Neil Vance Ruth Gilbert Neva Forbes Ken Fisher Ann Epps Martin Howell John Kroeger Kathy Jones Don Bayer Charles Watson David Wood Don Clark Bill Newkirk John Howell Wally Baker</p>	<p>* Kenneth Hamje</p> <p>Sheldon Hill Jan Kudick John Stahl Russ Wheelock Duane Mitchell Steve Stodola Richard Galbreath Jack Sebring Martha Gregg Lilly Sorenson Shirley Lapp Michaelina Young Bob Avant Eric Turner Walt Liggett Melissa Curry Wayne Stracener Richard Beck Sherri Thorsen Barbara Prather Ray Kakowski Robert Prather Kay Nackowski Tom Martin Rory Gowers Jim Phillips Jose Armas Ruth Marshall Betty Compton Jim Bell Christina Clark Clare Michael Jean Barringer Fred Haman Marshall Jones Marj Davis L.E. Philbrook Marv Rammage Anita Gibson Diana Bost</p>	<p>* Jim McCabe</p> <p>Gerald Nev Jerry Kirsch Andy Batchelor Sharon Greenwald Ellis Bliss Richard Davis David Butler Steve Smith Louis Richard Robert Runnels Dick Shanger Phil Devor Mary Zervigon John Chapman Jim Kelbaugh Walter Blood Jim Kizer Carla Reed Jon Thorsen Laverne Phillips John Tresise Rich Michael Shirley Mueller Jack Silk Marge Philbrook Marge Tomlinson Ardil Watson Richard Elliott Robert St. Clair Yvonne Stringham Marcie Clutz Art Smith Tom Martin Richard Bost Stan Crow Justin Morrill David Rebstock</p>

PROVIDING FOR THE PRACTICAL PARTICIPATION

III. EXTENDED ENGAGEMENT DESIGNS

COMMUNITY  
FORUM  
DESIGNS

Task Force 4

SOCIAL  
DEMONSTRATION  
DESIGNS

Task Force 5

IV.

GUARDIAN  
INTENSIFICATION  
DESIGNS

Task Force 6

\* Forrest Craver

Grant Breiner David Scott  
Ellen Rebstock Savita  
Ginny Pierce Christian  
Ann Jaecks B. Kroeger  
Sue Laxdal W. Ellsworth  
Barbara Littiker  
Karl Hess F. Vance  
Mildred Brown M. Elliott  
Don Baker Ga. McBurney  
Ethel Smyres R.J. Miller  
Barbara Smeltzer  
Foster Stockwell  
John Webster Robt. Vance  
Olivanna Slotta Cyn. Vance  
Jan Hardin C. Cramer  
Mardee Page S. Henschen  
Joe Pinardo G. Tomlinson  
Bud Frankel  
Steve Bibb  
Joan Seacord  
Leonard Sizer  
Marshall Moore  
Carolyn Browning  
Jenny Davis  
Roger Alexander  
Richard Butler  
Dennis Rice  
Ron Shoup  
Ellen Key  
Jerry Johnson  
Rim Reemtsma  
David Jaybusch  
Victor Smith  
Glen Castle  
Armando Divas  
Ted Pedersen  
Bob Springs  
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Ray Caruso  
Byrne Johnson  
Don Raschke  
Joseph Slicker

\* Bill Goodger

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Bert Dyson  
Severin Sorenson  
Doug Thornsjo  
Joyce Bonafield  
Duane Day  
Mike Bonafield  
Ann Eberhard  
Preston Browning  
Ronald Gregg  
Sara Barber  
Nadine Green  
Jane Keller  
Dan Townsend  
Rus Wheelock  
Ralph Black  
Delysia Moore  
Jeff Coolidge  
Bob Donaldson  
Barry Morris  
Susan Curry  
Elaine Johnson  
John Reed  
Freda Elliott  
Vernon Heaslip  
Kim Thornton  
Frank Wherry  
Theo Mueller  
Ann Slicker  
Fr. Michael  
Ron Griffith  
Judy Hess  
Neibaj Silk  
Harold Williams  
Kathleen St. Clair  
Marian Hamje  
B. Rammage  
Pam Macomber  
Don Cramer  
Dallas Ziegenhorn  
Delores Morrill  
Carol Pierce

\* Jack Gilles

Marty Butler  
Vernon Willers  
June Seery  
Butler Crittenden  
Fred Catlett  
Carolyn Browning  
Amos Hollinger Ri  
Richard Smyres  
Harashall Hardin  
Nancy Gruner  
Tom Whitsett  
Jim Kelbaugh  
Ron Nixon  
Judy Donaldson  
Pat Miller  
Robert Rodine  
Charles Bush  
John Reed  
Jim Johnson  
Iris Boivin  
Dorothea Jewell  
Ruth Rawson  
Chen I An  
Joseph Pierce  
Steve Laxdal  
Carlos Ollison  
Rod Worden  
Stewart Stowell  
Helen Newkirk  
Claudia Haman  
Cynthia Vance  
Ron Clutz  
Sally Emerick

10th Guardians Consult  
Chicago, April 1976

## KEY NETWORK CONTACTS

### Name of organization

### Name and city of Guardian

#### Mass media: NBC-TV

Educational TV

PBS-TV

Local TV stations

Ron Gregg, Ann Arbor, MI  
Helen Newkirk, Milwaukee, WI  
Barbara Littiken, Chicago, IL  
(Barry Morris, Florence, AL  
(Jim Johnson, Denver, CO

#### Newspapers and magazines:

Boston Globe

Florence, AL newspapers

Fortune

Journal Messenger)

Potomac News )

Newsweek

Redbook

Wall Street Journal)

New York Times )

Wayne Day, Sudbury, MA  
Barry Morris, Florence, AL  
Don Baker, East Orange, NJ  
Sharon Greenwald, Arlington, VA

Jeff Coolidge, Boston, MA  
Jenny Davis, New York, NY

Don Baker, East Orange, NJ

#### Governmental agencies (Federal, State, or local):

Children's Protective Services

Department of Public Safety

Public Housing Authority

Public Welfare Department

State of Minnesota

U. S. Department of Commerce,

Bureau of the Census

U. S. Federal Energy Administration

U. S. Agricultural Extension Service

Carolyn Browning, Montague, MA

E. K. Bliss, Portland, ME

E. K. Bliss, Portland, ME

Carolyn Browning, Montague, MA

Bud Philbrook, Minneapolis, MN

Marshall W. Moore, Washington, D. C.

Wayne Day, Sudbury, MA

Ruth Gilbert, Chicago, IL

#### Corporations:

A. A. E. A.

American National Bank

American Standard

American Telephone and Telegraph

Alcoa

Appalachian Power Company

B. F. Goodrich

Bendix Aerospace

Gulf Oil Corporation

International Business Machines (IBM)

I. C. Industries

Lane Furniture Co. (Altavista, VA)

Market Facts

Oscar Meyers Corp.

Production Credit Association

Wallace

Western Union

Union Mutual Life Insurance Co.

Grant Breiner, Ann Arbor, MI

Don Moffet, Baltimore, MD

Don Moffet, Baltimore, MD

Don Moffet, Baltimore, MD

Don Moffet, Baltimore, MD

Donald Cramer, Washington, D. C.

John Stahl, Broadview Heights, OH

Ron Gregg, Ann Arbor, MI

Wayne Day, Sudbury, MA

R. E. Seacord, Croton-on-Hudson, NY

Robert Avant, New York, NY

Donald Cramer, Washington, D. C.

Robert Avant, New York, NY

Helen Newkirk, Milwaukee, WI

Delysia Moore, Omaha, NE

Don Moffet, Baltimore, MD

Don Moffet, Baltimore, MD

E. K. Bliss, So. Portland, ME

## KEY NETWORK CONTACTS--p. 2

## Name of organization

## Name and city of Guardian

Religious denominations:Council of Churches:

Saskatoon  
 Arkansas  
 Colorado  
 Colorado Christian Ashram  
 Lutheran Church in America (LCA)  
 Roman Catholic Church (Youngstown,  
 OH parish)  
 United Church of Christ  
 United Methodist Church:  
 E. Ohio, W. Ohio Conferences  
 Rocky Mountain Conference

Tom Martin, Saskatoon, Sask.  
 Richard Butler  
 Franklin Wherry, Chicago, IL  
 Franklin Wherry, Chicago, IL  
 Oliveann Stotta, Painesville, OH  
 Oliveann Stotta, Painesville, OH  
 Oliveann Stotta, Painesville, OH  
 Oliveann Stotta, Painesville, OH  
 Oliveann Stotta, Painesville, OH  
 Franklin Wherry, Chicago, IL

Civic organizations:

## A. A. U. W.

(Carolyn Browning, Montague, MA  
 (Ellen Key, Athens, TX  
 (Sue Laxdal, Minneapolis, MN  
 (Lil Sorensen, Nebraska City, NE

American Chamber of Commerce in Japan R. E. Secord, Croton-on-Hudson, NY  
 Arizona Bicentennial Commission John Reed, Phoenix, AZ  
 Chamber of Commerce

Federated Women's Clubs  
 Jaycees

(E. K. Bliss, S Portland, ME; John Chapman,  
 (Bedford, TX; Ed Reames, Rolling Meadows, IL  
 Ann S. Jaecks, Merrill, WI  
 (Carolyn Browning, Montague, MA  
 (Donald Cramer, Washington, D. C.  
 (Randal Haithcock, Green Bay, WI  
 (Barry Morris, Florence, AL  
 (Ed Reames, Rolling Meadows, IL  
 Ellen Rebstock, Milwaukee, WI  
 (Wayne Beard, Memphis, TN  
 (Charles Bush, Athens, TX

Junior League  
 Kiwanis

League of Women Voters

Lions  
 Ripon Society  
 Senior Citizens Club of Chicago  
 Urban League  
 Young Women's Club of Turner Falls  
 SCORE, AARP, and NCOA

(E. K. Bliss, So. Portland, ME  
 (Ann Eberhard, Wickliffe, OH  
 Carolyn Browning, Montague, MA  
 R. H. Donaldson, Nashville, TN  
 Ruth Gilbert, Chicago, IL  
 R. P. Smyres, Morris Plains, NJ  
 Carolyn Browning, Montague, MA  
 Janet Baker, East Orange, NJ

Labor unions:

Local 146, United Association

John Chapman, Bedford, TX

4/76

KEY NETWORK CONTACTS--p. 3

Name of organization

Name and city of Guardian

Miscellaneous organizations:

Air Line Pilots Association	Scott Starr, Kendall, FL
American Political Science Association	R. H. Donaldson, Nashville, TN
Civitan	Scott Starr, Kendall, FL
Grange	Christina Clark, Houston, TX
National Association of Homebuilders	John Stahl, Broadview Heights, OH
Society of Plastics Engineers)	John Stahl, Broadview Heights, OH
Society of Plastics Industry )	

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ICA: Chicago Nexus  
Tenth Guardian Consult

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Quarter IV  
April 9-11, 1976

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## THE INSTITUTE OF CULTURAL AFFAIRS

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To: Guardians of the Institute of Cultural Affairs  
From: The 10th Guardian Consult--April 9 - 11, 1976  
Task Force on Guardian Intensification Designs

Those of us gathered in Chicago to celebrate the events of the past six months and look to the future, are continually aware of the absence of colleagues throughout the nation who, for various reasons, are unable to be with us for the 10th Guardian Consult. We therefore propose that in each area, region, metro--or whatever geographical unit contains us--that a "happening" be held, no more than two months after each Guardian Consult, for the purpose of informing current and potential guardians what is happening in the world relative to Global Community Forum, Social Demonstration, and the Primal Community Experiment. The attached chart suggests the format and possible content of this meeting. It is suggested that one guardian in each area (see attached list) be responsible for contacting other guardians in the area to coordinate this event in his or her immediate geographical area.

Please note that slides, photographs, keynote addresses, etc., are available from centrum. A list of guardians who have attended Social Demonstration Consults is also attached; it is suggested that every effort be made to secure at least one consult participant as a guest speaker at each meeting; the catalytic effect of sharing first-hand experiences cannot be duplicated by second-hand reporting.

It is also proposed that during the next six months, the core group of guardians in each region plan and implement a number of other events which will awaken guardians to our task of caring for ourselves and serving humanity. Suggested events include:

1. Assemblies for Town Meeting participants (see attachment)
2. Community work days
3. Geo-social analyses of key communities
4. Conversation/study evening

The consensus of this task force is that, while we want to avoid the pitfall of becoming a social club, there is a global task to be done by Those Who Care, and to serve this end, it is necessary to gather corporately from time to time for exchanging information and exploring the ever-growing opportunities for engagement.

Enclosures: List of guardians participating in G.S.D. consults  
"Catalyzing Event for Guardians" charts  
PCE Data Exchange--Northern Illinois Town Meeting Assembly



CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT

# NORTH AMERICAN CONTACT GUARDIANS

10th Consult

Quarter IV 1976

AREA/REGION	CONTACT PERSON	ADDRESS	PHONE NUMBER
<u>CHICAGO</u>	David & Marty Butler	5100 Oakland Ave S.	612/825-2347
Chicago	Ellen Rebstock	Minneapolis, Mn 55417 3019 Summit	414/962-4838
Kansas City	Paul Ertel	Milwaukee, WI 53211 1424 W. 50th St.	816/561-1316
Minneapolis	Lewis Pierce	Kansas City, Mo 64112 3 Sparrow Lane	612/484-0114
Cleveland	Mr & Mrs Jack Gillis	St. Paul, Mn 55110 14017 Ashwood Rd.	216/751-1052
Detroit		Shaker Heights, Oh 44120	
St. Louis			
<u>HOUSTON</u>	Tom & Pat Whitsett	6208 Lansbrook Lane	405/721-3343
Houston	Charles Bush, Jr.	Okla City, Ok 73132 P.O. Box 387	214/675-2221
Oklahoma City	Dr. & Mrs. Whitsett	Athens, Tx 75751 6208 Lansbrook Lane	405/721-3343
New Orleans	Wayne Stracener	Oklahoma City, Ok 73132 1569 Dauphin St.	205/479-9230
Miami	Scott Stahr	Mobile, Ala. 36604 10420 S.W. 82nd Ave.	305/271-0370
Atlanta	James Kelbaugh	Miami, Fl 33156 6225 Heritage Pl.	704/364-5823
Memphis	Don and Anne Loy	Charlotte, N.C. 28210 405 Eleanor St.	615/524-7156
		Knoxville, Tn 37917	
<u>NEW YORK</u>	Dick & Joan Seacord	9 Darby Ave.	914/271-5764
New York	Dick & Joan Seacord	Croton on Hudson, NY 1-520 (same)	
Pittsburgh			
Washington	Clesson McDonald	3805 Estel Rd.	703/591-3018
Philadelphia		Fairfax, VA 22030	
Boston	Duane Day	16 Forrest St.	617/443-8076
Rochester	Ralph Black	Sudbury, Mass 01776 870 Arnet Blvd.	716/328-9431
		Rochester, NY 14519	
<u>SAN FRANCISCO</u>	Bill & Pat Goodger	141 Caselli	415/552-0246
Seattle	Mr/Mrs Bruce Robertson	San Francisco, CA 94115 2706 Harvard Ave. East	206/322-2425
San Francisco	Mr/Mrs Jon Thorson	Seattle, WA 98102 119 Bridge Rd.	415/348-1735
Los Angeles	Mr/Mrs Richard Newcomber	Hillsborough, CA 94010 2717 Santa Rosa Av	213/791-1807
Phoenix	Mr/Mrs Fred Emerson	Altadena, CA 91004 4011 E. San Juan Ave	602/95907922
		Phoenix, Az 85018	

## NORTH AMERICAN CONTACT GUARDIANS

AREA/REGION	CONTACT PERSON	ADDRESS	PHONE NUMBER
<u>SAN FRANCISCO(cont.)</u>			
Denver	Dr/Mrs Don Elliott	70 Eudora St. Denver, Col 80220	303/355-4552
Billings/Rapid City			
<u>MONTREAL</u>	Ron & Marcie Clutz	2507 E. Ste Catherine Montreal, Quebec, Canada H2K 2K1	514/525-7324
Montreal			
Quebec			
Toronto			
Ottawa			
Halifax			
London			
<u>EDMONTON</u>	Jim & Lynn Bell	10015 - 105A Avenue Edmonton, Alberta, Canada T5H 0M5	403/424-7098
Edmonton			
Saskatoon			
Vancouver			
Anchorage			
Calgary			
Winnipeg			



# Catalyzing Event for Guardians

WEEKS

1	2	3	4	5	6	the event
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Strategy  
organization

mail  
invitations

task force implementation

practices

the  
event\*

TASK FORCES

	Format	Finances	Food / Decor	Practices
TASKS	invitations mailing printing flow of the evening	budget raise cash in-kind	menu purchase food cooking model decor model	set up cooking serving/clearing wash clean-up
AM-52				

# Catalyzing Event for Guardians

WHY	WHO	WHAT	WHERE	WHEN	How
<p><u>Rational Aim:</u> Telling the story of Global Social Demonstration &amp; Community Forum Reporting on continental Guardian Consult</p> <p><u>Existential Aim:</u> Awakening &amp; engaging Those Who Care +</p>	<ol style="list-style-type: none"> <li>1. Current Guardians</li> <li>2. Potential guardians</li> <li>3. Key contacts for GSD &amp; GCF</li> <li>4. Any others interested in profound social change</li> </ol>	<p>A social event hosted by the core guardians including such activities as, witnesses &amp; spins, slide shows, reporting, informal &amp; corporate conversation; relaxing atmosphere utilizing numerous resources, as indirect impact tools. Available are G.C.F. shorts (centrum), G.S.D. documents, slides, photos, art objects, forms/lists of services &amp; materials needed.</p>	<p>By region at a place appropriate relative to guardian density +</p> <p>In home of a guardian</p>	<p>Semi-annually 1-2 months following Continental Guardians Consult</p>	<p>Centrum coord. with key area guardian who in turn relates to the regional guardians. Core regional guardian task force form to implement model (included is suggested T/L)</p>

## GUARDIAN PARTICIPANTS IN GLOBAL SOCIAL DEMONSTRATION CONSULTS

### MAJURO CONSULT

Robert and Ruth Foster	Bellingham, WA	206/734-7418
Charles and Roberta Lapp	Washington, D.C.	202/832-0007
David and Ellen Rebstock	Milwaukee	312/769-6363 (Academy)
	David	414/671-4376
	Ellen	415/284-2060
Sue Colthurst	Lafayette, Calif	414/281-4434
Joe Trewyn	Milwaukee, Wisc.	714/982-0097
James Reed	Upland, Calif.	602/956-3008
Carla Reed	Phoenix, Ariz	408/265-8670
Chet Thomas	San Jose, Calif	415/348-1735
Sherry Thorson	Hillsborough, Calif.	607/764-8536
Joe Timlin	Mt. Uptown, N.Y.	

### KAWANGWARE CONSULT

Dr. Harry Bliss	So. Portland, Me	207/799-8310
Charles Bush	Athens, Tx	214/675-2221
William Goodger	San Francisco, Calif	415/552-0246
Dan Isherwood	Fairhope, Ala.	205/928-5121
Tom Smeltzer	Milwaukee, Wisc.	414/242-2499
Dick and Ann Whanger	Houston, Tx	713/723-0858

### JEJU-DO CONSULT

Jeff Coolidge	Boston, Mass.	617/742-5438
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### MALIWADA CONSULT

William Bingham	Raleigh, N.C.	919/787-1775
Robert Donaldson	Nashville, Tenn	615/383-6919
Roger Guissinger	Baton Rouge, La.	504/766-3043
Jan Kudick	Merrill, Wisc.	715/536-4361
Lela Mosley	Chicago, Ill.	312/722-3444
Nadine Green	Greenfield, Iowa	515/743-6213
James Overall	Salt Lake City, Utah	801/355-6085
Bud Philbrook	St. Paul, Mn.	612/296-4326
James Phillips	Chicago, Ill.	312/769-6363
Russell Wheelock	Kansas City, Mo.	816/361-1960
Nancy Eggert	Milwaukee, Wisc.	414/562-0467

### ISLE OF DOGS CONSULT

Jeff Coolidge	Boston, Mass.	617/742-5438
David Wood	Chicago, Ill.	312/3383993
Bill and Carol Henshaw	Bellingham, Wash.	206/743-6371
Mary DeLauche	Cedarburg, Wisc.	414/377-3382
H.W. Phend	Downers Grove, Ill.	312/963-2858
Doug Thornsjo	Cape Elizabeth, Me.	207/799-2741
Paul Ertel	Kansas City, Mo.	816/561-1316
Dick and Mickey Newcomber	Altadena, Calif	213/791-1807
Pat Goodger	San Francisco, Calif	415/552-0246
Don Moffett	Baltimore, Md.	301/377-0534
Harlin Jensen	Seattle, Wash.	206/364-7289
George McBurney	Chicago, Ill.	312/251-8680
Shirley Lapp	Waukesha, Wisc.	414/547-3673
William Fox	Waterloo, Ontario, Canada	519/884-1325

# THE PRIMAL COMMUNITY EXPERIMENT

## THE DATA INTERCHANGE WEEK 13

### THE NORTHERN ILLINOIS TOWN MEETING ASSEMBLY

"Apathy is cureable"--"The silent majority spoke"--"Uncle Sam is reborn" were a few of the headline comments by participants in the first "Town Meeting Assembly" as they described the happenings of their Town Meetings. On April 3, 1976, Veteran Town Meeting steering committees from Northern Illinois' 21 Town Meetings joined with representatives from 11 communities who were planning Town Meetings and a few folks who came in response to a mailing to those who had attended a Town Meeting.

A huge banner "Town Meeting 76" on the outside of the ICA international headquarters greeted assembly guests who were registered, welcomed, and singing by 10:30. The Morning was a time of rehearsing the Town Meeting event. Four speakers from four communities that had had Town Meetings recapped the event and what it had done for their community. Then the total assembly of 85 people added their insights as to what went into making a great town meeting. The give and take dealt with practical how's such as "how you transform a donation of 40 chicken legs into 400 veal cutlets," how you "do the 1000 tactics to get a large number of people involved in the town meeting before it even happens so you guarantee its success", how you assure "every week is a victory story for the Steering Committee", how you "get the Boy Scouts to help with the practices of the day." The morning exchange between those who had had Town Meetings and those who hadn't ended with each person writing a paragraph on the happening of their Town Meeting as they had experienced it or anticipated it.

At noon a buffet lunch--tables decorated with Town Meeting place mats and red streamers--and around the room displays and slides from various Illinois Town Meetings. The entertainment was singing the songs of the various Town Meetings and reflecting on the power of singing.

The role of the Steering Committee in occasioning the New Community was the subject of the opening spin of the afternoon. One workshop group consisting of those who were planning Town Meetings as well as veteran steering committee 'consultants' grappled with the Town Meeting set-up building on the work of the morning. A second group of Veteran Town Meeting participants took a closer look at their Town Meetings, the effect it had on the community and what this meant for the future of their communities. A Third group put into verse and song the significance of the assembly day.

The day ended in a plenary of decision--the decision to do TM's--dates set by some communities and reaffirmed by others --the decision on the part of the veterans to serve as consultants in setting up future Town Meetings, become workshop leaders, make presentations etc. Perhaps the spirit of the day was best held in the first verse of the song:

We are the first Town Meeting Assembly  
We've come to be expanded community.  
We will stick together and you will see  
Town Meeting for all will be reality.

The sharing of expertise in bringing off Town Meetings, the reinforcement of decision to have great Town Meetings in the future, the identification of new colleagues and the engagement of old colleagues held the significance of the day. The assembly answered a need that the participants felt --the yearning to share this profound happening with others. It also answered a need for creating new colleagues who will enable the momentum of the Town Meeting campaign.