



## THE INSTITUTE OF CULTURAL AFFAIRS

4750 N. Sheridan Road, Chicago, Illinois 60640 Tele: (312) 769-5635  
4207 Chartres St., Houston, Texas 77004 Tele: (713) 522-7933

April 26, 1978

Dr. Dale Gramley  
Executive Director  
Z. Smith Reynolds Foundation  
Wachovia Building, Room 1222  
Winston-Salem, North Carolina

Dear Dr. Gramley:

I am pleased to report that preparation for the Human Development Project in North Carolina has gone extremely well. We have received a firm invitation from the town of Gibson in Scotland County to work with them for the two year period.

The site selection process involved visiting approximately 150 towns in eastern and south central North Carolina. Gibson was our first choice. The town meets our criteria quite adequately: 1) Size: around 500-600 people including those who live outside the corporate limits; a large black community; a few Native Americans; 2) Location: on the South Carolina border about equally distant from Charlotte, Raleigh, Wilmington, and Columbia, S.C.; 3) Need: visible poverty, both black and white, much of it outside the town limits; bypassed by the economic development that has been going on in the rest of the county; deteriorated commercial district; 4) Potential: an attractive town that can become a showplace; proximity to major industries in Laurinburg; evident desire to improve the community.

After personal visits with the Mayor, W.W. Pearson, and 15 other leading citizens, our staff was invited to make a presentation to a public meeting this past Tuesday evening, April 25th. Fifty people attended, about 75% black. A second meeting is scheduled for Sunday, April 30th. The Mayor and Mr. Nelson Gibson have both strongly endorsed the project. A formal invitation from the Mayor and Council is expected next week. The town has agreed to provide housing for our staff.

The Project Directors will be Ike and Charlene Powell who have been on our staff for over 10 years. Ike is a native of Cairo, Georgia, a Methodist minister, and is presently director of our office in Atlanta. He and Charlene spent 5 years directing our work in north and central India. They will be assisted by Mr. Paul Schwobel, a native of a small town in Virginia. He has been with ICA for 8 years, including a year in the El Bayad Project in Egypt. Also on the staff will be Miss Evelyn Kurihara, a Japanese-American from a small town in California who has been with ICA for 5 years. They will be joined by four additional staff in June.

I am also enclosing a revised budget which is intended to replace our earlier submission. This budget represents a more careful computation of project costs, is slightly lower, and covers a 15 month period. Explanatory notes



CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT



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Dr. Dale Gramley  
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are attached.

Please let us know if there are additional questions.

Sincerely yours,

Donald J. Clark  
Area Director

enclosure



CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT

## First Year Budget (15 months)

April 1978 through June 1979

I. COMMUNITY PREPARATION: April through June 1978	\$ 6,150
- site selection	
- consultant recruitment	
- local orientation	
- facilities improvement	
A. Local transportation	\$ 3,000
B. Communications: telephone, postage	1,500
C. Materials, supplies	1,250
D. Site selection team	400
2 persons, 5 days, \$40 per day	
II. PLANNING CONSULTATION: June 12 through July 1, 1978	\$ 10,150
- consultant entertainment	
- meeting facilitation	
- staff honoraria	
- document production	
A. Consultant food and lodging	\$ 2,000
B. Leadership team	3,000
5 persons, 3 weeks, \$200 per week	
C. Materials, supplies	1,900
D. Transportation, communications	1,250
E. Document preparation	2,000
III. PROGRAM IMPLEMENTATION: July 1978 through June 1979	\$ 46,000
- program initiation	
- leadership development	
- project coordination	
- technical advice	
A. Capital expenses	\$ 12,500
facilities, equipment	
B. Operational expenses	33,500
1. Communications	\$ 9,000
2. Transportation	12,000
3. Materials, supplies	5,500
4. Leadership training	5,000
5. Technical consultation	2,000
IV. AUXILIARY STIPENDS: April 1978 through June 1979	\$ 39,200
A. 4 persons, \$350 per month,	
April through May 1978	\$ 2,800
B. 8 persons, \$350 per month,	
June 1978 through June 1979	36,400
TOTAL FIRST YEAR BUDGET	\$ 101,500

## THE GIBSON HUMAN DEVELOPMENT PROJECT

### Explanatory Notes to the First Year Budget:

1. The first phase of the project, April through June, includes the site selection process, the activities in preparation for the Consultation, and the Consultation itself. ICA staff will move to Gibson by May 20th. The planning session covers a three week period: one for set-up, one for planning, and one for writing the summary document and beginning program implementation. Twenty to thirty volunteers consultants are being enlisted. Lodging will be provided in Gibson at very little cost.
2. The project programs are designed during the Consultation. Each program will operate with a separate budget. Major funding for these programs will come from local investment, "sweat equity", in-kind contributions, interested corporations and federal programs. Section III of the budget will provide seed money to initiate programs, and funds to cover the overall coordination of all the programs.
3. Project staff are called "auxiliaries" and work under a volunteer arrangement for a stipend. All are highly qualified people, well educated, who chose to engage in this kind of service. The entire staff works together in relationship to all the programs.

# *The Town of Gibson*

P.O. Box 256

*Gibson, North Carolina*

28343

May 1, 1978

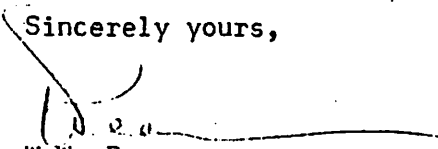
Mr. Ike G. Powell  
The Institute of Cultural Affairs  
1808 East 7th Street  
Charlotte, N.C. 28204

Dear Mr. Powell:

At the meeting yesterday which was held at Pate Gardner School here in Gibson it was voted to request the Mayor and Town Commissioners to invite you to come to Gibson and set up a Cultural Affairs Program.

I and the Town Commissioners of Gibson extend to you and your associates a cordial invitation to come to Gibson and endeavor to help us make Gibson a more pleasant and beautiful town in which to live and work.

Sincerely yours,

  
W.W. Pearson  
Mayor

WWP:taw



### SITE SELECTION

The major advantage in site selection is the 108 completed town meetings in North Carolina, the excellent framing and funding from the past two years work, the development of a strong colleague and guardian network, and anticipation of the project in the state. In addition, six counties have already been searched. The major vulnerability is lack of regional centrality in most N.C. site possibilities. Also, we are in danger of letting framing and funding advantages overwhelm other priorities in the choice of a site. In the next two weeks, one day is suggested for a research visit with Howard Lee and others in Raleigh to secure advice and one day is suggested for intensive searching in the counties of the "tobacco road" area of the state. Areas in the south coast of N.C. or even central S.C. cannot be ruled out completely at this time.

### AUTHORIZATION

The N.C. HDP will establish an authorization network by week 7 which will utilize existing advantage which includes: one completed campaign which was fully funded by the state, assistance received from state agencies and businesses, and good impressions made upon state economic, church and political leaders. It is necessary to include various middle level state bureaucrats who were bypassed during the town meeting campaign. Authorization will require the creation of a grid of the organizational structures which exist within the political and economic networks across the state. Guardians will be involved in the authorization thrust which will discern the key visits to be made which will include Howard Lee, Lee Hammond and the Governor's Office.

### FUNDING AND SELF-SUPPORT

The North Carolina HDP finds itself standing with significant advantages both in local and global funding. Recently, ITT contributed \$600,000 for 3 different countries in the world. Mary R. Babcock and Duke Power Co. have given funding for No. Carolina Town Meeting campaign. At their request, a proposal for \$100,000 for funding the first year of the project has been submitted. One significant national breakdown in self-support has been the securing of VISTA salaries. Vulnerability is seen in existing Charlotte self-support debt and the fact that VISTA salaries are not available until October. Major moves within weeks 2-5 of Quarter IV would be to make application for VISTA salaries, relocate the existing facility, use guardian meetings for the project and for self-support, to make slide presentations to key sector churches, follow-up on the Reynolds proposal, do a major foundation funding blitz, and finally to use immediate troops to secure six weeks of double jobbing.



### RECRUITMENT OF CONSULTANTS/AUXILIARY

A large number of people in the Atlanta Region have been impacted over the past two years by the work of the ICA and have shown great interest in the initiation of an HDP in North Carolina. In spite of the fact that the region has never been known as a "strong-movement" region, the key to HDP recruitment will be the mobilization of the region's latent guardian potential into an active guardian network. This will be done through attendance by some at the national guardian's meeting in April. Also, a regional guardians meeting will be held in Week 2 of Quarter IV. The guardians will be encouraged to take responsibility for the N.C. HDP including, among other things, the recruitment of the consultants and auxiliary.

### INKIND

The Carolina project is being launched in the wake of a successful Town Meeting campaign where inkinding was done extensively, with over 220 different sources contributing. Many sources in N.C. also contributed to the PACE HDP, so we return with a winning story of HDP expansion. The vulnerability lays in the fact that we do not have a comprehensive enough vision to push all the appropriate sources. Also, there is a tension between using Day I troops for inkinding vs. self-support. The next moves are to get a "needs" list from Pace, engage colleagues in this task, and to launch the effort out of our Charlotte stronghold.

### PRE-CONSULT ACTIVITIES

Advantages are expertise and wisdom from other projects, the training time in Pace, and our clarity on the role of town meeting in project preparation. A major vulnerability is the practices involved in the move of the house and troops to the site and concerns related to relocation of personnel. Major tasks include: setting up the town meeting, setting up local authorization, doing a local survey, preparing the consult facility, and involving colleagues and townspeople in consult prep committees.

### THE CONSULT

The N.C. HDP consultation scheduled for Week 11 will depend upon the global wisdom which has been gathered from the experience of colleagues around the world as they have sought to design the consult method so that a maximum effort is given to the community engagement as well as effective comprehensive planning. The consult will be carried out so that local people are able to be fully engaged in all methodologies and procedures which will allow them to invest their being into the consult. Experts and consultants will be encouraged to employ skills critical to project actuation during the consult week. A coordination task will be carried out which will channel into the consult the necessary expertise which is particularly important for the N.C. HDP.



# GIBSON COMMUNITY MEETING



"A DEMONSTRATION TOWN MEETING  
IN PREPARATION FOR THE  
HUMAN DEVELOPMENT CONSULT"  
June 18-24, 1978

GIBSON COMMUNITY MEETING  
SUNDAY, MAY 28, 1978  
PATE-GARDNER SCHOOL  
GIBSON, NORTH CAROLINA

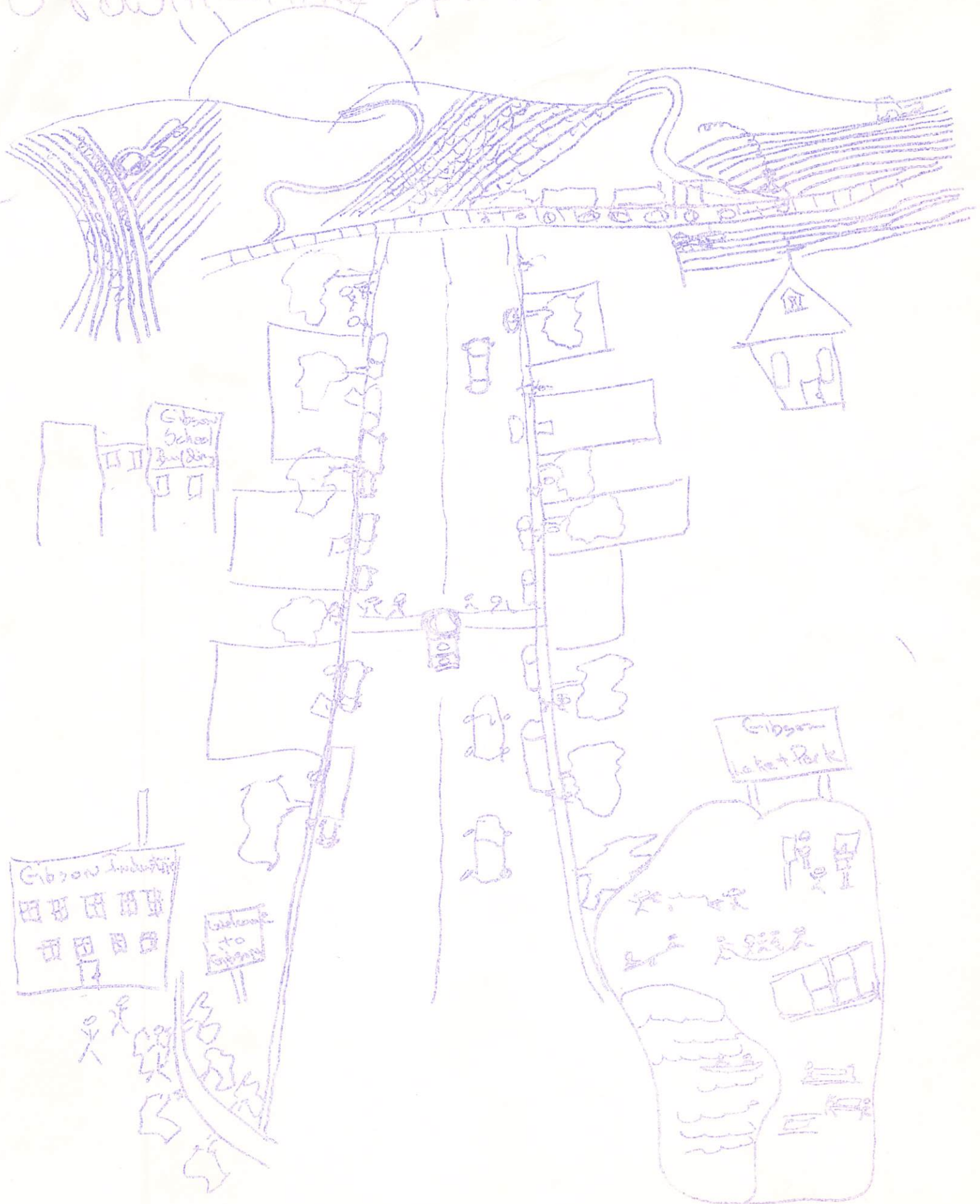


"Onward With Gibson"  
(Tune: Oh, What a Beautiful Morning)

There's a feeling of pride in her people,  
Farmers, teachers and doctors and preachers,  
There's culture and art and an old General Store,  
And the people are planning to build more and more.

Oh, what a great time is coming!  
Oh, what a treat is in store!  
Gibson is calling its people,  
Come on, let's open our door!

# Growth - The Spirit of Gibson





The town of Gibson was started in the 1800's by the Gibsons - Frank B. Gibson was one of the founders and built the first General Store which furnished all the needs of the community including farming equipment, cotton buyers, clothing and food. Historically Gibson was a stage coach and railroad station. Like many southeastern towns its basic economic base was cotton. The water table was good here and Joe's Creek was on its border. During those early days a drug store, post office and Doctors offices were built. Because of the business center Gibson was a hotel accomidating thirty people was added. At a latter date a second hotel was built. In 1927 the main street was paved and all the other roads were dirt.

One of the first schools in Gibson was the Quackingbush School which was located behind the present funeral home. This was a finishing school and served people from many parts of the country. The earliest church in this area was Boykin United Methodist Church out of which grew St. Johns Community Church and later the Gibson Methodist Church. Four doctors served the community during the 1st half of the century - Dr. Gibson, Dr. Livingston, Dr. Pate, and dentist Dr. Gardner. One of the most tragic times this community remembers is the ill health that the flu epidemic brought in 1918 which filled the cemetery. In 1927 a fire destroyed a large section of residents homes. Other unpleasant events included a train wreck in 1935 which killed a number of people. In spite of some of these earlier tragedies, Gibson continued to grow and prosper. Mrs. Myra Francis Gibson was noted for her town band and delighted folks from all around with her talented group.

The first butcher in Gibson was Joe Jocham who was of german decent. Reverend F.D. Pearson a black man, operated a meat market on main street. Another first business adventure by a black man was Lawrence Thomas's barber shop.

By 1940 Gibson had reached its peak of development and activity. The people were over flowing on the streets and there were no parking places. At 8:45 P.M. at night, the fire siren was blown to remind folks they should stop their visiting on the streets and make last minute dash to the stores which would close at 9:00 P.M.

One of the most dramatic incidents in the 60's was the bank robbery. Emmerick Cottingham was on the scene and ran down the street after the offenders catching one. The other two hid under Doug Harney's porch for two days and because of their constant smoking were discovered by the smell of smoke. In the late 60's stores began to close as main street owners began to die and the trend of the population moving to larger towns ensued.

Noted celebrative events in the 70's were like that of November '72 send out of Rev. and Mrs. Jones by the entire community. During the Bicential year, a celebration was held at the City Hall, a band from fort Bragg was present and 4,500 people were present.

The fox hunts in the Sandhills which was started by Henry F. Gibson Jr. and held every fall has been the site for the National Meeting on several occasions. This is a quality event perpetuated in memory of Henry Gibson.

Today Gibson prides itself on its friendly people and willingness to rebuild its community. There are four main demominations here, Methodist, Baptist, Pentacostal, and Holiness. The Pate-Gardner Elementary School serves this community and the old Gibson High School and teacherage will be used for the betterment of the community futute as the Head Start Program does now.

In the future we will see streets full of happy busy people of all ages. That great southern "hospitality" will be evident everywhere. You will see new industries, new stores and an outstanding country kitchen serving family style that people come from many places to see this first hand. Many new homes, a beautiful park with recreation for the whole family will have been added. The school will have been upgraded and made so beautiful people will move here just to get their children in our outstanding school.



Group AHousing and Utilities

In the area of housing and utilities, Gibson is challenged to extend the city limits as illustrated by water being limited to citizens in town and not to the whole community; sewage service very limited; protective services not available to the whole town; and town unable to receive grants.

Reversing the Trend

In the area of community education, the key challenge is reversing the trend of life going out of Gibson, as illustrated by: stores being closed; school closing; youth leaving; and losing county clout.

Wide Community Involvement

In the area of employment opportunities, the fact that we have a lack of financial backing, leadership, and lack of community investments indicates our key challenge is broad community involvement as illustrated by: not furnishing services for industry; no "know-how" to get grants; and poor publicity in the community.

Group BEconomic Improvement

In the area of economic improvement, the key challenge is fear of making a change for economic improvement, particularly because the Town Board have a feeling of being stabilized, as illustrated by: no places of employment in Gibson; not enough decent housing; and a need for more commercial businesses.

Community Water System

In the area of the community and commercial services, the key challenge is organizing community support for a community water system, as illustrated by the need for a Fire Department Reserve Squad and sidewalks.

Community Planning Meeting

In the area of recreation and education, the key challenge is cooperation and community meetings for people to get together to plan out our concerns, as illustrated by the need for pretty scenery and beautification; need for more active support of the town; need for a park and town recreation; small church attendance; and few community meetings.

Group ACommunity Newsletter

We, the citizens of Gibson, in order to make Gibsonians aware of what's going on and to increase employment, propose:

to initiate a community newsletter through recruiting newsletter volunteers; asking permission to use church mimeo machine; planning the format; and determining the financing (selling ads, having suppers, getting donations).

Fourth of July Picnic

We, the citizens of Gibson, in order to create pride and develop unity and recognize the town's achievements, propose:

to hold a Fourth of July picnic, through appointment of a planning committee; choosing a place for the picnic; choosing food; naming types of activities; getting donations; and finding entertainment.

Town Limits Extension

We, the citizens of Gibson, in order to improve leasership and emergency services, propose:

to research the feasibility of extending the town limits through a survey of the citizens and obtaining recommendations from the citizens.

Group BCommunity Fire Protection

We, the citizens of the Gibson community, in order to protect lives and property from fires, propose:

a comprehensive coverage of Gibson and the surrounding area, through the community supporting the Fire Department; calling a Fire Protection Meeting; getting the people working together; and extending the town limits and services.



Group B (continued)

Community Give a Little Get a Lot

We the citizens of the Gibson community, in order to organize and publicize, propose:

forming a community committee,  
through organizing block and street  
clubs; appointing responsible leaders;  
keeping informed through newspapers,  
T.V., radio, telephone, bulletins,  
posters; holding community get-togethers.



Peggy English	Mrs. W. C. Dukes
Pearl Parker	Katie P. Joyce
Alton Parker	Mrs. Viola Benfield
Della M. Hallis	Mrs. Lula Trul
Edna Gibson	Charcie Berry
Edell Freeman	Mrs. Shady Berry
Harold J. Teal	Naomi Gibson
B.M. Stubbs	Mrs. W. W. Pearson
HettieBet Stubbs	Mrs. G. C. Odom Jr.
Bobb Byrd	Dan Libs
Danny Byrd	Tom Whitlock
G. S. Quick	Margie Whitlock
W. W. Pearson	Norman L. Johnson
Patty Henschen	Anna Miller
D. F. Stillwell	Mrs. C. B. Dudley
Beitha Stillwell	Annette Bingham
Mary G. McKenzie	Virginia Newton
Rosa Michael	Jewell Johnson
Gail Gibson	Roy Lee Bennett
Junior Berry	W. M. Herndon
Diane Benfield	Leroy Williams
Evelyn Kurihara	Mrs. Fred Howell
Annie Mae Weatherby	Madeline M. Peele
James Weatherby	Myrtle Law
Wilhiemena Miller	Maude Teal
Bill Bingham	Claudia Hart
Betty Sue Hinson	Tom Hart
Sally Ann Smith	Damon A. Smith

Georgia Brown

M. D. Spears

E. Harold Gibson

Doretha McRae

Clinton Monroe

Vernan Monroe

Patricia McNair

John McNair

Mrs. Sally Monk

Patricia Robinson

Kay Lea

Winston Gibson

### CHALLENGES

We, the emerging generation of Gibson, see our main challenges to be:

- stores needing to be remodeled and back in business
- administrative offices for our city
- more places to play and more recreational facilities

### PROPOSALS

We, the emerging generation of Gibson, propose to seek other people to help by:

- (1) talking with Mrs. Howell, talking with the Railroad people about a safety bar, and store keepers, find ways to get money, and purchase equipment.
- (2) hire life guards and recreation workers, hire more full-time policemen, and hire fulltime firemen.
- (3) build police station, get land for expanding buildings, get new equipment, get products to sell, get paint, select a park site, and form a recreation department.

### THE SONG

(Tune: Yankee Doodle)

Yankee Doodle came to Gibson riding on a stagecoach  
Stopped and hired all the men and purchased new equipment

Yankee Doodle get the paint, Yankee Doodle hurry  
Yankee Doodle select the site, and help us get the money.



Gibson Children's Town Meeting Participants

May 28, 1978

Jamie Benfield

Brenda Benfield

Teresa Benfield

Scottie Benfield

Carrie Whitlock

Jep Whitlock

J.R. Cindy

Alvilda Graham

Alfonzo Mackrae

Willie Mackrae

Gary Merae

Kirk Weygandt

Rebecca Smart

Edward York

Clarence McInight

Marion Johnson

Thanks to the Scotland County School System for the use  
of the school building

the Pate Gardner Parent Involvement Group for  
the refreshments

\* \* \* \* \*

Gibson, North Carolina, along with 11 other rural communities in the United States has recently joined with the Institute of Cultural Affairs in a two-year project to create and demonstrate methods for rural development in the United States. The project will officially begin on June 18th with a one-week consultation. Over 30 consultants will be chosen to spend one week (June 18-24) in Gibson working along with community residents to build a comprehensive socio-economic development plan for Gibson. At the end of this time a community document will be written as the basis for community action to achieve:

Economic self-sufficiency  
Community self-reliance  
Human self-confidence

The project will demonstrate that both social and economic development must go hand in hand for effective community revitalization.

\* \* \* \* \*

The INSTITUTE OF CULTURAL AFFAIRS is an intra-global research and development, training and demonstration group concerned with the human factor in world development. The Institute presently has coordinating centers in Brussels, Nairobi, Bombay, Hong Kong, Singapore and Chicago and is registered in 23 nations. In the United States, ICA staff are located in 46 cities, organized in four areas with centers in New York, Houston, San Francisco and Chicago. The Institute is convinced that effective human development must be initiated on the local level. Toward this end its national and extra-national staff live and work with local people in planning and actuating socio-economic projects around the world. The projects, located in both rural and urban communities of extreme need, are established for the purpose of demonstrating comprehensive human development. The work of the ICA is supported by private foundations, corporations, concerned individuals and government departments and agencies on the national, state and municipal levels.