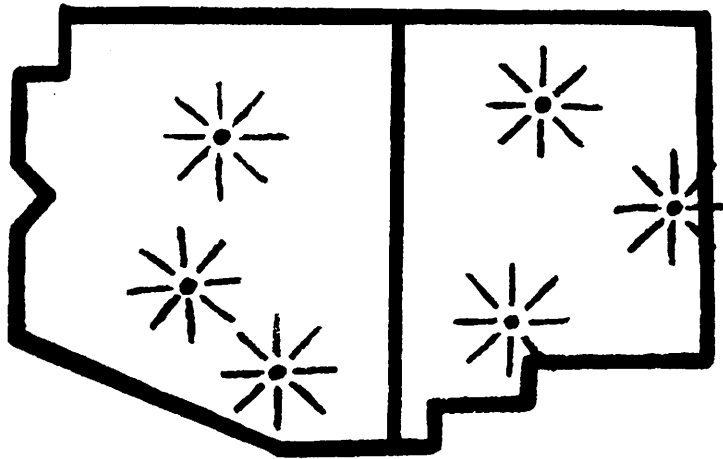




# RURAL DEVELOPMENT

IN THE

# SOUTHWEST



**SHOWCASE FORUMS:**

- Phoenix, Az.
- Tucson, Az.
- Portales, N.M.
- Flagstaff, Az.
- Española, N.M.
- Las Cruces, N.M.

JUNE, 1983

A Decade 12

Between the eleventh and twenty-seventh of June, 1983, a series of six RURAL DEVELOPMENT SHOWCASE FORUMS took place across Arizona and New Mexico, bringing together a total of seventy-six (76) local communities, groups and agencies actively engaged in significant local development efforts in rural areas. The events combined displays, reports, special addresses and workshops to spotlight success and share approaches being used by the various groups that are in fact working. The following pages contain the names of the participants (and the projects they represent) of each forum as well as sentences describing the 'keystones' to successful implementation that reflect the combined experience of each gathering of practitioners. The sentences were written by teams using a brainstorm of data generated by the entire group. Also contained is a summary chart of all six forums pulling together the practical vision of the participants for the rural Southwest. This data was generated in response to the question, "What would be in place or going on five years from now, if a leap in rural development efforts were to take place in that time?"

Most appreciated by the participants was the opportunity to hear of the many significant strides being taken by a great variety of groups with similar or different focus, and to scratch down below the surface as to how these strides were being accomplished. Several of the events were described as "something like a reunion" by participants who discovered or re-discovered colleagues on the same long march. New forms of collaboration were called for, including: direct, lateral networking between local communities, common planning of the public, private, voluntary, and local sectors in regions, councils and clearing houses for interchange, funneling field and student personell specifically into rural areas, inter-agency problem solving units, and a common, motivating story for the urgency of catalyzing local initiative in rural areas. In every case, a deep concern was expressed to continue this kind of sharing, learning, and strategizing.

5-YEAR PRACTICAL VISION FOR THE RURAL SOUTHWEST

TOWARDS ECONOMIC INDEPENDENCE AND STRENGTH			TOWARDS A PUBLIC RESOLVE TO PRIORITIZE LOCAL DEVELOPMENT	TOWARDS COMPREHENSIVE COORDINATED SERVICES		
RESERVATION AGRICULTURE PROGRAMS	DIVERSIFIED EMPLOYMENT BASE	INCREASED LOCAL SELF-DETERMINATION		OPERATIONAL RURAL COMMUNITIES NETWORK	PREVENTATIVE HEALTH CARE SYSTEMS	DIVERSE NEW TRANSPORTATION MEANS
Small Farms Replication	Marketing Cooperatives	Participatory Decision-making Skills	Rural-Input Promotion	Rural Development Newsletter	Variety of "Wellness" Programs	Small-city Transit Systems
		Localized Block-grant Control	Strategic Projects Placement	Skills/ and Services Computer-bank		
On-Reservation Agricultural Marketing	Cottage Industries	Reservation-based Housing Construction	Clear water/ and land-use Policies	Education by Telecommunication	Community-based Prevention Boards	Reservation Bus Lines
		Market-oriented Community Education	Rural Communities Advocacy	Elderly Engagement Schemes	Widespread Substance-abuse Rehabilitation	
Range, Soil and Water Conservation	Creatively-used Natural Resources	Community-owned Ventures	Funding Institutions Commitment	Leadership Training Opportunities	Local Health Trainers	Expanded Distribution Services
		Intra-village Skills Training	Incorporated Local Governments	Coordinated Services Centers	Emergency Care Provisions	
New Crops and Stock	Regional Self-sufficiency Designs	Comprehensive Planning Procedures	Motivating Story for Change			Prioritized Roads Improvement

RURAL DEVELOPMENT SHOWCASE FORUM: Phoenix, Arizona  
June 11, 1983  
Wesley Community Center

Rev. Joseph Baur, O.F.M.  
Human Development Council  
919 S. 16th Place  
Phoenix, AZ 85034

Susan Doerfler  
Arizona Republic  
120 E. Van Buren  
Phoenix, AZ

Mack Kehoe  
U.S. Small Business Administration  
3030 N. Central, Suite 1201  
Phoenix, AZ 85012

Cal Cortez  
Wesley Community Center  
1300 S. 10th Street  
Phoenix, AZ

Houston Markley  
1300 S. 10th Street  
Phoenix, AZ

Pablo Bernal  
Centro Adelante Campesino  
PO Box 819  
El Mirage, AZ

Joaquin Santan Lira  
Centro Adelante Campesino  
12221 Grand Avenue  
El Mirage, AZ 85335

Charlene Forbes  
Pisinemo Human Development Project  
1015 N. Lehmborg  
Casa Grande, AZ

Catherine Lopez  
Pisiniemo Human Development Project  
Pisinemo Rural Branch  
Sells, AZ 85634

Harlan Bohnee  
Harlan Bohnee Farms  
PO Box 666  
Sacaton, AZ 85247

Elvira Fernandez  
Santa Maria Community  
6814 W. Pioneer  
Phoenix, AZ

Guido Ardaya  
Maricopa Co. Community Dev. Agency  
111 S. 3rd Ave., Room 403  
Phoenix, AZ 85015

Bob Porter  
Scottsdale College  
9000 E. Chaparral Road  
Scottsdale, AZ

James St. Leger  
Catholic Diocese of Phoenix  
Human Development Office  
1825 W. Northern Ave.  
Phoenix, AZ 85021

Morene Tharel  
AZ Dept. of Health Services -  
Community Health Action Model Project  
1740 W. Adams  
Phoenix, AZ

Nancy Williams  
AZ Dept. of Health Services  
CHAMP  
1740 W. Adams  
Phoenix, AZ

Institute of Cultural Affairs:  
Marilyn Oyler  
John Oyler  
John McAdam

---

Keynote Speaker: Jess Sixkiller  
Arizona ACTION  
4644 N. 55th Dr.  
Phoenix, AZ

PHOENIX RURAL DEVELOPMENT SHOWCASE FORUM  
KEYSTONES TO SUCCESS IN LOCAL RURAL DEVELOPMENT

- I One key is taking initiative to develop resources, take action and follow through to sustain momentum.  
Example = The "Health Watch" in Coronado Neighborhood.
- II One key is using meaningful cultural symbols which move the people to unified effort.  
Example = Creating a symbolic identification of the community such as a new name ("Nuestro Barrio") or an artistic grid.
- III One key is involved, knowledgeable participation in community decision making.  
Example = Having both a broad base of community residents and some concerned people from outside involved in major community planning events.
- IV One key is to build coalitions representative of the best use of resources.  
Example: Having a series of alternative funding sources or co-sponsors for a particular program.
- V One key is seeking rapid victories in arenas where people's anxiety is high for the sake of changing images of impossibility to possibility.  
Example = Santa Maria getting a fire hydrants system through city and county matched funding.
- VI One key is communicating the context and possibilities of local efforts to all potential groupings of human resources on a regular basis.  
Example = The "Buffalo Head" newspaper and community guilds in Pisinimo on the Papago Reservation.

RURAL DEVELOPMENT SHOWCASE FORUM: Tucson, Arizona

June 15, 1983

Project PPEP Offices

Terry Hughes  
AZ Dept. of Health Services  
CHAMP Project  
1740 W. Adams #4  
Phoenix, AZ 85003

Al de Leon  
CAHRA  
PO Box 160  
Coolidge, AZ

Robert Cowles  
Catholic Community Services  
3200 N. Los Altos Avenue  
Tucson, AZ

Sister Maria Teresa Apalategui  
Catholic Community Services  
3200 N. Los Altos Avenue  
Tucson, AZ

Dave Thomas  
Flowing Wells High School  
3725 N. Flowing Wells  
Tucson, AZ

Daniel Fourwinds  
Community House  
347 W. 22nd Street  
Tucson, AZ

Kim Howell  
Community House  
347 W. 22nd Street  
Tucson, AZ

Mahina Drees  
Meals for Millions  
209 E. 16th Street  
Tucson, AZ 85701

Greg Marek  
OEPAD  
1700 W. Washington  
Phoenix, AZ 85007

Katherine Lopez  
Pisinemo Human Development Project  
Pisinemo Rural Branch  
Sells, AZ 85634

Charlie Wilson  
Pisinemo Human Development Project  
Pisinemo Rural Branch  
Sells, AZ 85634

Pat Mejia  
PPEP Housing Development Corp.  
806 E. 46th Street  
Tucson, AZ

Al Salas  
PPEP Housing Development Corp.  
806 E. 46th St.  
Tucson, AZ

Chris Chavez  
Project PPEP  
806 E. 46th Street  
Tucson, AZ

Oscar Magallanes  
Project PPEP  
PO Box 356  
Sahuarita, AZ

Angie Delgado  
Project PPEP  
PO Box 356  
Sahuarita, AZ

Irma Bustamante  
Rural Health Office, U of A  
3131 E. 2nd Street  
Tucson, AZ 85716

Betty King  
Rural Health Office, U of A  
3131 E. 2nd Street  
Tucson, AZ 85716

Ginny Caballero  
Tucson Barrio Association, Inc.  
420 S. Main  
Tucson, AZ

Carlos Batista  
Tucson Barrio Association, Inc.  
420 S. Main  
Tucson, AZ

(continued next page)

(continued)

RURAL DEVELOPMENT SHOWCASE FORUM: Tucson, Arizona

Larry Lucero  
Tucson Barrio Association, Inc.  
420 S. Main  
Tucson, AZ

Tony Beltran  
Tucson Job Corps  
901 S. Campbell  
Tucson, AZ 85717

Gordon V. Krutz, Coordinator  
American Indian Programs, Anthropol  
University of Arizona  
Tucson, AZ 85721

Allyn Spence  
NADSAT, Office of Arid Lands  
University of Arizona  
845 N. Park  
Tucson, AZ

Rick Schulze  
U.S. Small Business Administration  
301 W. Congress, Box FB-33  
Tucson, AZ

Elvira Fernandez  
Valle del Sol, Inc./Santa Maria  
6814 W. Pioneer  
Phoenix, AZ 85009

Houston Markley  
Wesley Community Center  
1300 S. 10th Street  
Phoenix, AZ 85034

Institute of Cultural Affairs:  
Marilyn Oyler  
Greg Randolph  
John McAdam

---

Keynote Speaker: John Arnold  
Project PPEP  
806 E. 46th Street  
Tucson, AZ

## TUCSON RURAL DEVELOPMENT SHOWCASE FORUM

### KEYSTONES TO SUCCESS IN LOCAL RURAL DEVELOPMENT

- I One key is the ability to inform and motivate funding sources of community need and the effectiveness of the program.  
Example = The community of Santa Maria negotiating with government officials using community pressure and persistence to obtain a source of water for fire fighting.
- II One key is identifying needs through available data and information, and setting goals and objectives to address those needs.  
Example = Conducting a community survey or planning event to determine if the community needs are the same as the data suggest and using that information to take action.
- III One key is identifying local resources for technical assistance.  
Example = Adobe brick homes built by local construction people as a source for such assistance.
- IV One key is the recognition of the need for skills development and training components which improve the likelihood of self-sufficiency and increase local competencies.  
Example = Training to meet identified needs which results in marketable skills such as teaching building trades for the construction of individual homes.
- V One key is open networking to accomplish organization for the achievement of identified goals.  
Example = Gatherings such as the International Exposition of Rural Development.
- VI One key is a visible, established organization that is supported by local residents.  
Example = Board of Directors of a community agency, the majority of whom are from the immediate area (CHAMP, CAHRA, PPEP, etc.).
- VII One key is the celebration of short term victory to continue motivations for long-range programs.  
Example = The celebration opening the Laundromat of Pisinemo Village.

RURAL DEVELOPMENT SHOWCASE FORUM: Portales, New Mexico

June 18, 1983

Portales Memorial Building

Treva Jo Autry  
American Agricultural Movement  
Star Route  
Pep, NM 88126

Paul Accera, PAC  
Centro Rural de Salud, Inc.  
PO Box 207  
Loving, NM 88256

Panny Bigler  
Floyd Lions Club  
Floyd, NM 88118

Vicente Gallegos  
Weatherization  
Eastern Plains Council of Governments  
Curry County Courthouse  
Clovis, NM 88101

Ruby Goforth  
Area Agency on Aging  
Eastern Plains Council of Governments  
Curry County Courthouse  
Clovis, NM 88101

Sharon Gonzales  
La Casa de Buena Salud  
1223 W. Ivy  
Portales, NM 88130

Bob Goodrich  
High Plains Small Town Institute  
PO Box 133  
Portales, NM 88130

Russell Grider  
Alcohol Fuels Project  
Eastern Plains Council of Governments  
Curry County Courthouse  
Clovis, NM 88101

Lucy Montoya  
Valle del Sol Farm Labor Housing  
1300 W. Ivy  
Portales, NM 88130

Joan Tarango  
Community Development  
100 W. First  
Portales, NM 88130

Lee Tillman  
Eastern Plains Council of Governments  
Curry County Courthouse  
Clovis, NM 88101

Betty Stokes  
Women in Farm Economics  
Box 517  
Portales, NM 88130

Thelma Mallory  
1524 W. 17th  
Portales, NM 88130

Lora Gonzales  
Summer Youth Program  
Community Services Center  
413B S. Main  
Portales, NM 88130

Jennifer Lucero  
Summer Youth Program  
Community Services Center  
413B S. Main  
Portales, NM 88130

Albert Pena  
Summer Youth Program  
Community Services Center  
413B S. Main  
Portales, NM 88130

Institute of Cultural Affairs:  
Marilyn Oyler  
Don Barkoney

---

Keynote Speaker: Dolores Penrod  
Community Services Center  
413B S. Main  
Portales, NM 88130

PORTALES RURAL DEVELOPMENT SHOWCASE FORUM  
KEYSTONES TO SUCCESS IN LOCAL RURAL DEVELOPMENT

- I One key is using all available input from every faction of the community.  
Example = A town meeting to discuss the problems/needs identified.
- II One key is to organize by doing three things: (1) build a structural model (2) assign people to tasks and provide support (3) provide for criticism.  
Example = "La Casa de Buena Salud" in Portales, New Mexico.
- III One key is caring for basic needs through specific actions.  
Example = Valle del Sol in that there were enough people who cared about the bad housing in North Portales to make a difference.
- IV One key is commitment to ideals and community improvement.  
Example = La Casa de Buena Salud's Board of Directors.
- V One key is to identify and analyze a particular problem, then communicate the results to the community and wait for their direction.  
Example = The development of Senior Citizens Center in Portales.

RURAL DEVELOPMENT SHOWCASE FORUM: Flagstaff, Arizona  
June 22, 1983  
Holiday Inn

Lee Johnson  
Coconino Community Guidance Center  
519 N. Leroux  
Flagstaff, AZ 86001

Katherine Lopez  
Pisinemo Human Development Project  
Pisinemo Rural Branch  
Sells, AZ 85634

Nancy Williams  
Arizona Dept. of Health Services  
PO Box 517  
Laveen, AZ 85339

Keith Stephens  
CHAMP Program  
1318 E. Willetta  
Phoenix, AZ 85006

Carol Poseyesva  
Hopi Health Dept.  
PO Box 339  
Kykotsmovi, AZ 86039

Arlene Honanhe  
Hopi Health Dept.  
PO Box 996  
Keams Canyon, AZ 86034

Mary Benally  
Hopi Community Development Program  
PO Box 123  
Kykotsmovi, AZ 86039

Dick Pavatea  
Hopi Community Development Program  
PO Box 143  
Keams Canyon, AZ 86034

Amos Poocha  
Hopi Community Development Program  
PO Box 123  
Kykotsmovi, AZ 86039

Roy K. Dan  
Bureau of Indian Affairs  
PO Box 1546  
Tuba City, AZ 86045

David Neztosie  
Cameron Chapter  
PO Box 741  
Tuba City, AZ 86045

Dennis Bowen, Sr.  
Tuba City Substance Abuse Program  
PO Box 2293  
Tuba City, AZ 86045

Jimmie Attakai  
Bashas' Management Training Program  
PO Box 1818  
Chinle, AZ 86053

Jean Phillips  
West Yavapai Guidance Clinic  
1001 Norris Rd.  
Prescott, AZ 86301

James Reents  
Dineh Cooperatives  
PO Box 569  
Chinle, AZ 86503

Bob Sharp  
Coconino Community Services  
Rt. #3 51 Stardust  
Flagstaff, AZ 86001

Institute of Cultural Affairs:  
John Oyler  
John McAdam  
Greg Randolph

---

Keynote Speaker: Jess Sixkiller  
Arizona ACTION  
4644 N. 55th Drive  
Phoenix, AZ 85035

FLAGSTAFF RURAL DEVELOPMENT SHOWCASE FORUM  
KEYSTONES TO SUCCESS IN LOCAL RURAL DEVELOPMENT

- I One key is community involvement and support through interaction with existing organizations involving local leaders and utilizing local trainees to achieve goals.  
Example = A local steering committee was formed in Chinle involving local councilmen, church organizations, chapter leaders and local people to develop a full service community hospital incorporating both state of the art medical technology and native healing techniques.
- II One key is to identify common needs, prioritize them, then establish common goals to satisfy the needs in prospective order.  
Example = People within Dineh Cooperatives, Inc.'s impact area met through out the designated areas and listed their needs in priority order. High on their list was unemployment and lack of retail goods and services. Dineh's goals included development of a shopping center and high employment impact industries, so it developed Tseyi Shopping Center in Chinle and Tool and Die Factory in Leupp.
- III One key is to develop a community development entity which is financially self-sufficient.  
Example = Dineh Cooperatives, Inc. is a non-profit Community Development Corp. It has a subsidiary - Dineh Cooperatives, Inc. Shopping Center, Inc. which is profit oriented. Revenues from DCI-SCI are channeled back to DCI for operation and further development investments, such as the community hospital.
- IV One key to local development is to use complete community people motivation as a catalyst to attain development.  
Example = Dineh Cooperatives, Inc. helped the local grassroots people to identify their needs in priority order and to specify goals to help meet the needs. The fact that the needs and goals were common to all people inspired the people to possess motivation to stand behind the projects which were going to solve their problems. Constituents were motivated to speak for and support the projects at the local and tribal government levels. They attended meetings, volunteered to lobby in Washington for funds, etc.
- V One key is to conduct regular meetings at a central location with the purposes of communicating, organizing and unifying the community and project.  
Example = The Hopi Health Project at Oraibi, AZ which focuses on wellness and prevention using traditional cultural values.
- VI One key is to identify needs and develop a plan of operations which prioritizes the project to become self sufficient.  
Example = Basha's Supermarket which was established in Chinle, AZ with a revolving economy of providing and training local personnel for jobs and having their earnings and efforts remain within the community.
- VII One key is to breakdown large projects and delegate small, well-defined tasks to individuals with a deadline to report back results.  
Example = CHAMP's Health Fair Project.

(continued next page)

(continued)

FLAGSTAFF RURAL DEVELOPMENT SHOWCASE FORUM - KEYSTONES TO SUCCESS

- VII One key is understanding and identifying natural and human programmatic resources focusing first on local level.  
Example = Farm Project in Cameron dealing with water resources by involving local farm, Councilman, Chapter officials and forming a board.
- IX One key is creating local involvement and support through interaction with existing organizations, involving both people and power leaders and using bottom-up training.  
Example = Steering committee in developing the hospital in Chinle - pooling local available resource, i.e. PHS, Police Dept., etc.
- X One key to success is to first establish an organization which is appropriately authorized to perform the task i.e. incorporation, by-laws, profit vs. non-profit.  
Example = Organization of Dineh Cooperatives, Inc. and the Pisinemo Development Authority.
- XI One key to success is to create family involvement i.e. establish a community-based food production program with children of pre-school, elementary and intermediate ages.  
Example - Pre-school use of Greenhouse in Cameron.
- XII One key is reaching a goal by a series of short range successes.  
Example - Activity Fair in Coronado Neighborhood; fundraising event such as the Prescott Telethon.

RURAL DEVELOPMENT SHOWCASE FORUM: Espanola, New Mexico  
June 25, 1983  
Espanola Junior High School

Herman Agoya  
San Juan Pueblo  
Box 1099  
San Juan Pueblo, NM 87566

Elizabeth Best  
Northern Rio Grande Resource Conservation  
and Development Council  
332 Manhattan Loop  
Los Alamos, NM 87544

Sr. Betty Baca  
7705 San Francisco NE  
Albuquerque, NM 87109

Ann Baca  
7705 San Francisco NE  
Albuquerque, NM 87109

Dennis Duran  
8-Northern Indian Pueblos Council  
Adobe Project  
PO Box 733  
Santa Cruz, NM 87567

Vera Fernandez  
Valle de Sol, Inc./Santa Maria  
1209 S. 1st Avenue  
Phoenix, AZ 85003

Juan Garcia  
Northern New Mexico Community College  
High School Equivalency Program (HEP)  
El Rito, NM 87530

Judy Goldberg  
Self-Reliance Foundation  
Box 1  
Las Trampas, NM 87576

Jose Griego  
Santa Rosa Consolidated School District  
344 4th Street  
Santa Rosa, NM 88435

Ann Gulliver  
Box 2674  
Steamboat Springs, CO 80477

Donna Herrick  
Eco-Systems  
1741 Gaylord  
Denver, CO 80206

Robert Jehu  
Mountainair Chamber of Commerce  
PO Box 595  
Mountainair, NM 87036

Dallas Johnson  
National Indian Child Conference/  
Save The Children  
129 Jackson NE  
Albuquerque, NM 87108

Catherine Lopez  
Pisinemo Human Development Project  
Pisinemo Rural Branch  
Sells, AZ 85634

Juan Lopez  
Home Education Livelihood Project  
522 W. Pueblo  
Espanola, NM 87532

Carmen Lieurance  
Centro Campesino de Salud  
620 Coronado Street  
Espanola, NM 87532

Linda Maistas  
Oke Oweenge Crafts Cooperative  
Box 1095  
San Juan Pueblo, NM 87566

Arturo Martinez  
PO Box 367  
Mora, NM 87732

Eliza Martinez  
Centro Campasino de Salud  
620 Coronado St.  
Espanola, NM 87532

Geronima Montoya  
Oke Oweenge Crafts Cooperative  
Santa Fe, NM 87301

(continued next page)

(continued)

RURAL DEVELOPMENT SHOWCASE FORUM: Espanola, New Mexico

Mr. & Mrs. Edward Norris  
Design & Planning Assistance Center  
120 Yale SE  
Albuquerque, NM 87106

Edward Smith  
Consultant - Geology/Planning  
Box 537  
Tesuque, NM 87574

Julia Stephens  
Southwest Hispanic Research Institute  
400 Virginia NE  
Albuquerque, NM

Crucita Talichy  
Oke Oweenge Crafts Cooperative  
PO Box 1095  
San Juan Pueblo, NM 87566

Wilfredo Vigil  
Save The Children Federation  
PO Drawer CCC  
Espanola, AZ 87532

Barbara Wilson  
5270 Los Poblanos Lane, NW  
Albuquerque, NM 87107

Arlene Nock  
1012 Princetown NE  
Albuquerque, NM

Institute of Cultural Affairs:  
John Oyler  
Greg Randolph  
Gail Randolph

---

Keynote Speaker: Alex Mercure  
Dept. of Commerce and Industry Development  
Santa Fe, NM

## ESPANOLA RURAL DEVELOPMENT SHOWCASE FORUM

### KEYSTONES TO SUCCESS IN LOCAL RURAL DEVELOPMENT

- I One key is to keep in mind that we are working with the strengths and weaknesses of humans, and therefore patience, support, time and encouragement create human incentive.  
Example = The Oke Weenge Craft Cooperative members share 20% of their profits from craft sales with the coop. to operate. 80% goes to the crafts people.
- II One key is doing your homework in researching for the availability of specific funding for problem areas within your community.  
Example - Centro Campesino de Salud using the availability of funding to make a study on Hispanic high blood pressure.
- III One key to success is identifying and understanding local resources for funding processes and financing projects in rural areas.  
Example = The city of Mountainair has identified its local resources and understands a realistic funding process and is proceeding in the completion of their community center.
- IV One key is establishing a workable communication network within all four sectors - private, public, voluntary, local - to work through all issues.  
Example = 25 members of the San Juan Pueblo from all four sectors are involved in this project.
- IV One key is an opportunity for all members to contribute and benefit from participation in the activity.  
Example = Pisinemo residents on Papago Indian Reservation participated in the development of the park and community garden.
- V One key is to solidify people's dedication, hope, persistence and belief, turning it into a personal commitment.  
Example = Negotiating with government officials using community pressure and persistence to obtain a source of water for fire fighting in Santa Maria, AZ.
- VI One key is to base academic, artistic and vocational education in the community itself.  
Example = San Juan Pueblo where experienced artisans, often the elders in the community, taught the art of weaving and pottery.
- VII One key is listening and then identifying the real needs to establish a goal-directed plan of action.  
Example = Pisinemo, with no washing facilities nearby, building a Laundramat and starting an Adobe company for employment.
- VIII One key is organizing leadership to establish a broader base of participation and communication for the purpose of obtaining achievable objectives.  
Example - Organizing a 10-member Pisinemo Development Authority (PDA).

RURAL DEVELOPMENT SHOWCASE FORUM: Las Cruces, New Mexico

June 27, 1983

Dona Ana Room, Corbett Student Center

Mary E. Bane  
La Clinica de Familia, Inc.  
San Miguel, NM

Desiderio E. Sanchez  
New Mexico Health Systems Agency  
575 S. Alameda  
Las Cruces, NM 88005

Rose Garcia  
Tierra del Sol Housing Corp.  
240 S. Water Street  
Las Cruces, NM 88005

Sal Estrada  
Tierra del Sol Housing Corp.  
240 S. Water Street  
Las Cruces, AZ 88005

John P. Myers  
Human Services Coalition,  
Dept. of Social Work  
Box 35 W, NMSU  
Las Cruces, NM 88003

Teresa Silva  
Dona Ana Mental Health Association  
1812 AsW  
Las Cruces, NM 88001

Mary Ellen Payne  
Family Community Leadership Project  
Box 3 AE, NMSU  
Las Cruces, NM 88003

Dorothy Sullins  
New Mexico Solar Energy Institute  
Box 3 SOL, NMSU  
Las Cruces, NM 88003

Mary Roybal  
Liva, Inc.  
400 Talbot  
Canutillo, TX 79835

Becky Adame  
Liva, Inc.  
400 Talbot  
Canutillo, TX 79835

Pamela Smith  
Health Promotion Team  
Campus Box 3923, NMSU  
Las Cruces, NM 88003

Gerald Vest  
Health Promotion Team  
Dept. of Social Work  
Box 3 SW, NMSU  
Las Cruces, NM 88003

Aurora Miranda  
Health Promotion Team  
Dept. of Social Work  
Box 3 SW, NMSU  
Las Cruces, NM 88003

Frank L. Hutchinson  
1965 Corbett Drive  
Las Cruces, NM 88001

Ray Perez  
Home Education Livelihood Program  
105 N. Alameda  
Las Cruces, NM 88005

Angel Fernandez  
H.E.L.P.  
3423 Central Avenue NE  
Albuquerque, NM 87106

Jean Chandhuri  
1335 Gardner Avenue  
Las Cruces, NM 88001

Katherine Lopez  
Pisinemo Human Development Project  
Pisinemo Rural Branch  
Sells, AZ 85634

Institute of Cultural Affairs:  
John Oyler  
Greg Randolph

---

Keynote Speaker: Ray Chavez  
New Mexico State Dept. of Commerce and Industrial Development  
Santa Fe, NM

LAS CRUCES RURAL DEVELOPMENT SHOWCASE FORUM  
KEYSTONES TO SUCCESS IN LOCAL RURAL DEVELOPMENT

- I One key is comprehensive community involvement.  
Example = See #II.
- II One key is a self-sustaining, continuing financial base.  
Example = The Papago Indian Reservation in Arizona where the community decided that a laundry was the most needed item in the community. The community then generated the materials to build a laundry. The success of this project gave the community the momentum and incentive to continue to build necessary services. For example, a cafe, a child development program, adobe manufacturing plant and a demonstration farm project.
- III A key is to maintain cooperation using teamwork as a method in order to sustain and ignite community cooperation.  
Example = The regular board meeting of Liva Inc. in El Paso.
- IV A key is to bring people together from rural areas, establishing the capacity to sustain action when the experts leave the community.  
Example = The Health Promotion Team of NMSU teaching the staff to apply health technology for their constituents.
- V One key is meeting the multiple needs of persons of the entire family through comprehensive services of health, food, housing, employment, referral and retraining.  
Example = The comprehensive manpower and social services of H.E.L.P.
- VI One key is advance planning for meeting community problems that educates the community concerning resources available.  
Example = National HOTLINE for migrants to call to get locations of various services and resources.
- VII One key is the development of local leadership through involvement of adult citizens in running children programs.  
Example = Regional Councils and Parent Policy Councils.

# INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT



Rural Development Symposia and Showcase Forums, such as the six in Arizona and New Mexico, are taking place during 1983 through-out fifty-six (56) nations around the world. A major ten-day gathering of representative projects from each of those 56 nations will take place in India in February, 1984. Strategy councils will be held regionally to study the results of the India event and consider local pilot projects during 1984. All of these events make up a three-year program called the INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT (IERD).

Organizing sponsor for the IERD is the Institute of Cultural Affairs, International. Other co-sponsors include: UNICEF, the United Nations Development Program (UNDP), the United Nations Fund for Population Activities (UNFPA), the Control Data Corp., the Canara Bank of India, and the Association of Indian Engineering Industries.

The Phoenix office of the Institute of Cultural Affairs would like to express its gratitude to the local steering committees in Phoenix, Tucson, Flagstaff, Espanola, Portales, and Las Cruces areas--especially PPEP in Tucson and the Community Services Center in Portales. Without their assistance the Rural Development Showcase Forums would have been impossible.

Further information about the International Exposition of Rural Development and additional copies of this document are available at the following address:

The Institute of Cultural Affairs  
74 West Portland Street  
Phoenix, Arizona 85003  
T. (602) 257 9012

**LEADERS FOR A NEW DAY:**

---

*a* **SMALL TOWN SURVIVAL**

---

**WORKSHOP** *to* **TRAIN**

---

**CITIZEN VOLUNTEERS**

---

*in* **NEW MEXICO**

---

*to use*

---

**LEADERSHIP METHODS**

---

*which will* **ENABLE**

---

**REVITALIZATION** *of*

---

**SMALL TOWNS**

---

**Presented by:**

**Community Services Center  
211 South Main  
Portales, NM 88130  
(505)356-8403**

**Consultants:**

**Institute of Cultural Affairs  
737 W. Latham  
Phoenix, AZ 85007  
(606)257-9012**

2

## TABLE OF CONTENTS

Preface .....	1
I. GETTING STARTED .....	2
A. The Core Group .....	2
B. The Coordinator .....	2
C. Frequency of Meetings .....	2
D. Format of Meetings .....	2
II. ESSENTIAL PREPARATION FOR SETTING UP A PUBLIC MEETING .....	3
III. METHODS & TECHNIQUES FOR CONDUCT OF MEETINGS .....	4
A. The Dynamic Structure .....	4
B. Brainstorming .....	4
C. Consensus Categorizing .....	6
D. Setting Priorities .....	7
E. The "4 X 4" .....	8
F. Problem Solving Unit .....	9
G. Community Forum .....	10
H. Timelines .....	11
I. Assignment Charts .....	12
J. Accountability Structures .....	12
K. Framing Procedure .....	13
L. An Evaluation Technique .....	14
Appendix — The Portales Community Services Center Experience .....	15

### EDITORS

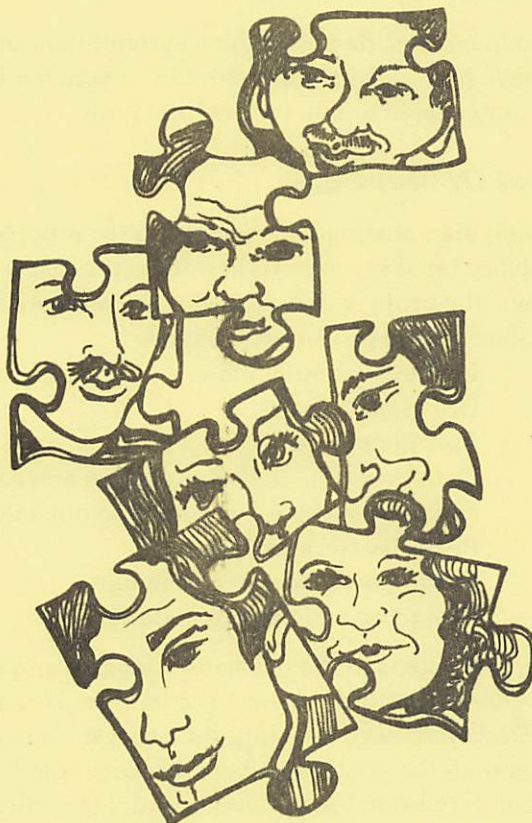
**Robert Goodrich**  
**Dolores Penrod**  
**Margaret Buscemi**  
**Roy Morgan**  
**Maria Enriqueta Rodriguez**  
**Thelma Mallory**  
**Mike Obrey**

## **PREFACE**

### ***To The Group Which Decides***

Your decision to be those who care for your community means that you have joined an ever-growing number of concerned citizens who have decided to assume responsibility for their communities. Experience has shown that effective caring requires serious planning for meaningful action. There are a thousand and one details to be dealt with and deadlines to be met in the process of building effective community.

Your own local circumstances and resources require variety in the way tasks are to be completed. Some tasks you may be able to administer completely; for others you may decide to seek assistance. Consultants from the Portales Community Services Center and other public and private agencies are available to work with you if and when you find you do need assistance.



***"If You Don't Care  
Who Gets The Credit,  
You Can Accomplish Anything."***

## I. GETTING STARTED

To get started one person has to decide that something can be done to improve the community. This person shares a vision of possibility with another caring person. Together they share a story of possibility with other people who care about the town until they have a core group of five to fifteen people.

### A. *The Core Group*

This group needs to represent as broad a cross-section of the community as possible — ethnic groups, ages, sexes, religions, and economic conditions. Membership of the group must be kept open at all times. Survival of the group depends on adding new people from time to time.

### B. *The Coordinator*

The major responsibility of group coordinator(s) is:

1. Ensuring that tasks are being completed satisfactorily and on time.
2. Structuring meeting times and places.

A local group will see itself as complete, able, and jointly responsible for total community enablement and planning. However, experience has shown that one or two individuals are better able to be coordinators for the group.

### C. *Frequency Of Meetings*

The group will decide how large a commitment of time it can make; some have had success with task forces which meet one hour per week; others may decide to meet more frequently.

### D. *Format Of Meetings*

A meeting plan must include provision for reports which serve as accountability for tasks undertaken since the last meeting. After sharing this news, the group will brainstorm the next step(s) for reaching goals. The brainstorming process will include:

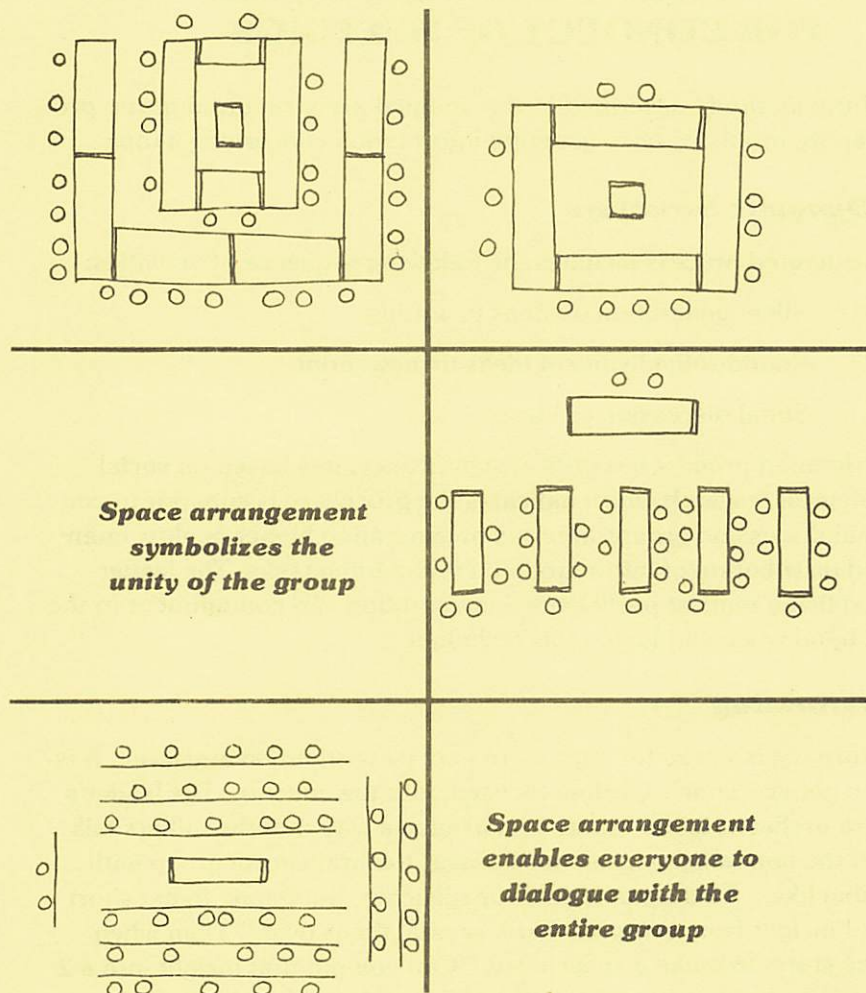
1. Problem identification
2. Broad objectives
3. Specific objectives
4. Consideration of alternatives to achieve objectives
5. Activities necessary to achieve objectives
6. Priorities for activities
7. Placing activities on a time line
8. Assigning activities to volunteers

Each of these steps in the brainstorming process are explained more fully in Section IIIB, Methods and Techniques. Not all of these steps will be undertaken in each meeting; the process can extend over several meetings until the goals have been accomplished. As a side-note, it is important to provide for leadership training within the group; leadership of brainstorming sessions can be rotated within the group from week to week to afford members opportunity for such training.

## II. ESSENTIAL PREPARATION FOR SETTING UP A PUBLIC MEETING

In order for any public meeting to be a beneficial, productive, and complementary use of people's time, it must be carefully organized, planned, and carried out. Some of the critical variables upon which successful public meetings depend are the following:

1. Decide on a time and place.
2. Reserve a room used for community functions which is well-known, easily found, and meets the space requirements of the group.
3. Publicize meeting. Publicity makes it clear that whole families and people of all ages are welcome. The emphasis is on the importance that it is in the beneficial interest of the *whole* community to attend. Publicity can take many forms: newspaper, radio, television, talks, mailings, displays, billboards, banners, flyers, church bulletin inserts, and any other media which work in your local community.
4. Space for the meetings should be arranged so that it symbolizes the unity of the group. Tables and chairs should be arranged so that all people can see each other and the front of the room.



**Figure 1:  
Space  
Designs**

5. Decor is important to the transformation of any facility into a lively environment for a meeting. Reception areas, hallways, and workshop areas should be decorated to attract and stimulate participation. Decor claims the space for a given purpose and sets a context for the activities that take place in that space. It includes design of a focal point for the room by placing an art form or mystery object on a center table. Mount all wall displays at eye level and as attractively as possible.
6. Supplies essential for conduct of group meetings are:
  - a. Newsprint
  - b. Masking Tape
  - c. Felt Tip Marking Pens
  - d. Pencils
  - e. Note Paper (scrap paper from the printers)

These items are typical for most meetings. On occasion special items may be required in addition to these.

### **III. METHODS & TECHNIQUES FOR CONDUCT OF MEETINGS**

Most of the methods described in this manual are structured group processes to identify problems or to generate information concerning a topic.

#### **A. *The Dynamic Structure***

Each structured process includes the following sequence of activities:

1. Silent generation of ideas in writing.
2. Round-robin listing of ideas on newsprint.
3. Serial discussion of ideas.

This structured process has critical significance; it is based on social-psychological research which indicates the procedure is superior to conventional discussion groups in terms of generating higher quality, quantity, and distribution of information on fact-finding tasks. The leader must explicitly request participants' cooperation and commitment to the task at hand when employing this technique.

#### **B. *Brainstorming***

Brainstorming is a way for a group to pool its wisdom on any issue. It is a way to get everyone's wisdom focused onto the concern. The leader's task is to orchestrate the brainstorm in such a way that the talkers talk less and the non-talkers speak up. Context the brainstorm group with something like, "This is not a time for speeches, but a time to get short bursts of insight from everyone here, several times over." Then when someone starts to make a speech, try, "Can you put that insight into a 2 or 3 word phrase that I can write down?" and then "Good insight. Someone else?" Watch the group, and be sure to address direct ques-

tions to the silent ones now and then. If no answer, ask the same question a different way and wait for a response. If still no response, say, "Well, keep thinking about it and we'll come back - your wisdom is important." Be sure to come back, and you'll usually get a response. In leading a group brainstorm, several points are worth considering:

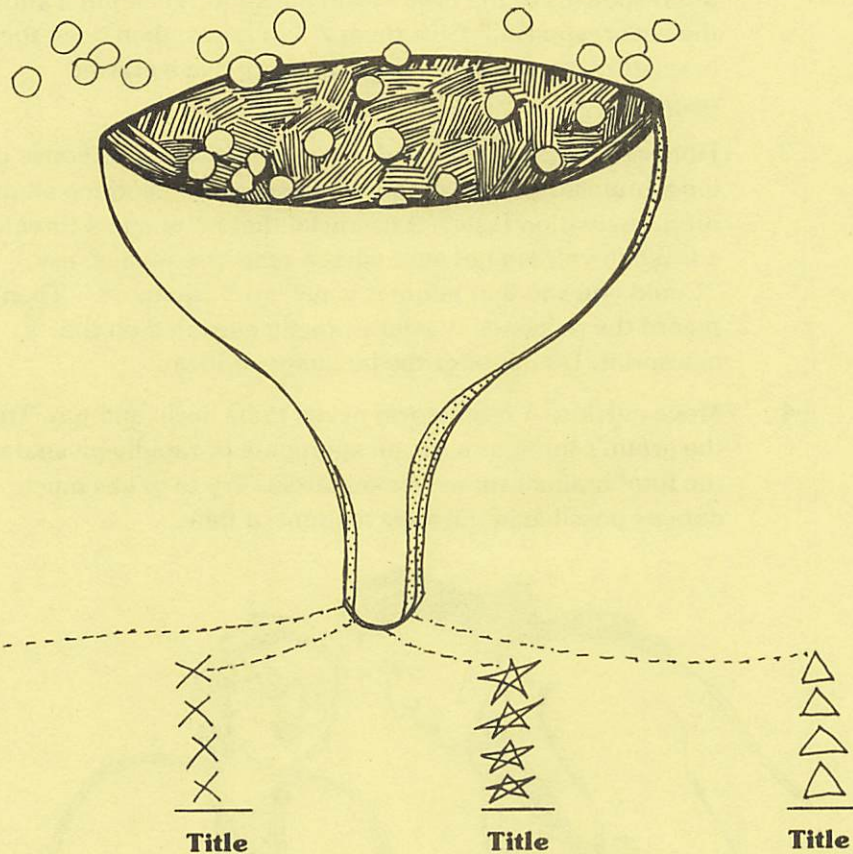
1. Have five different ways to ask the brainstorm question. Sometimes people are confused by the way the question is asked. Therefore you need to be able to ask the same question several different ways. For example: What would you like to see going on in your community five years from now? If I came back in five years, what things could I photograph that aren't here now? What would I see people doing? If the local newspaper ran a special issue covering the last five years, what major changes would they write about?
2. Enable every person in the group to participate. Some people are shy in a group and seldom, if ever, speak up. Some people like to dominate a group and talk a lot. An excellent way to break the ice and get everyone to speak up is to say at the outset, "Each of you take a piece of paper and write down 3-5 responses to the brainstorm question. Then put a star by the best response." Give them 2-3 minutes, then open the brainstorm by having each participant give a starred response.
3. Honor every person's answer. *Never criticize a response* during a brainstorm, nor permit anyone else to. Nothing shuts off participation faster. It is crucial that no one feel threatened. When you are not sure what a response means, ask, "Could you say that another way?" or "Say more." Then record the respondent's data exactly as stated on the newsprint. Do not alter the language or ideas.
4. Move quickly. A brainstorm needs to be lively and fun. Trust the group's intuitions. As an aggregate of rapidly-given data, the total brainstorm will be on target. Try to get as much data as possible in the **least** amount of time.



### C. Consensus Categorizing

A brainstorm is a huge mass of data. It needs to be organized and focused in such a way that people can deal with it. The categorizing process works like this:

1. Select any one item on the brainstorm and draw a symbol in front of it, such as X, O, a triangle, or a star, and ask "What other items on the brainstorm are like this one?" "What other items seem to be related to this one?" Draw the same symbol in front of those. When responses slow, move to the next item and draw a different symbol. Repeat until all items have a symbol before them.
2. The next step is to give the different symbol-collections a name. Ask, "What are the triangles talking about? What are they saying?" "What concern are they dealing with?" Discuss this until each category has a name of two or three words.
3. The data is now organized and titled in such a way that it can be refined, or used as grist for the next step.



**Figure 2:**  
**Categorizing**

## **D. Setting Priorities**

After brainstorming and categorizing a list of raw data of either problem identifications or solutions, priorities may be established in the following manner:

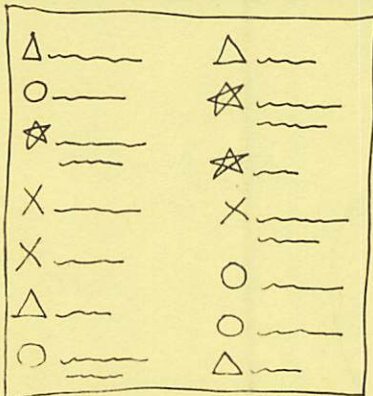
1. Ask the group to discuss any item(s) they do not understand.
2. Request each participant to list on a sheet of paper by name and number items from the wall charts he/she considers most important. Collect the work sheets. Record the selections on wall charts. Share the results with the group.
3. Ask group to discuss these indications of significance. Does everyone understand what is meant by each item? Are there other items on the wall chart that should be included in the priority list? Why? Simply discuss; do not amend the original list.
4. Now ask each participant to silently rank in order of importance those items on the wall chart he/she feels is most important. Ask each participant to silently rate his/her set of priorities by assigning a value of 100 to his/her most important priority. Then assign values between 0 and 100 beside each priority item so as to reflect differences in importance among the items. The rankings and ratings are collected by the group leader and, with some assistance, are tabulated.
5. After the tabulations of the ratings are made, the information is shared with the group. Then someone states where the consensus is.



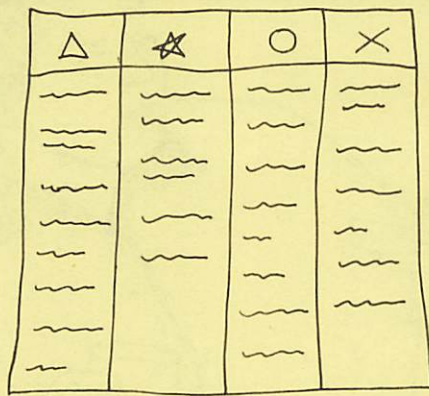
### E. The "4 X 4"

Four by four is the name given to a powerful technique used to organize a lot of diverse material. Developing a "4 X 4" is a helpful way to organize data so that it can then be used to write a document, give a lecture, plan a grant proposal, or used in other ways. The technique is described below:

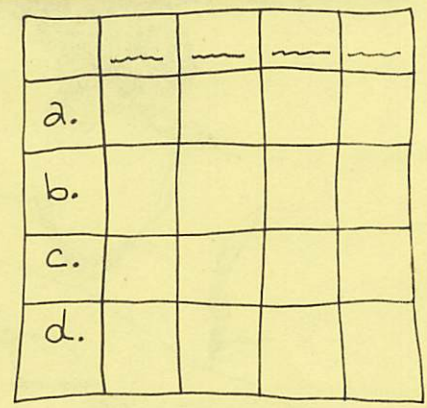
1. Decide on a topic and purpose. What do you want people to know; what image do you want to shift?
2. Brainstorm everything the group knows about the topic: illustrations, questions, images, stories.
3. Categorize the brainstorm into four major groupings or categories.
4. Use up to four points in each of the key categories, using the data of the brainstorm. Fill in any gaps that may be left open.
5. Arrange the points on a "4 X 4" chart (see fig. 3, 4, 5 below) so that:
  - a. the first point is broadest way of looking at the subject.
  - b. the second point goes into more depth.
  - c. the third point reaches the crux of the matter.
  - d. the fourth point draws the whole thing together and points to some implications for the future.
6. Write four sentences, one on each key point.



**Fig. 3:**  
**Raw Data**



**Fig. 4:**  
**Four Categories**

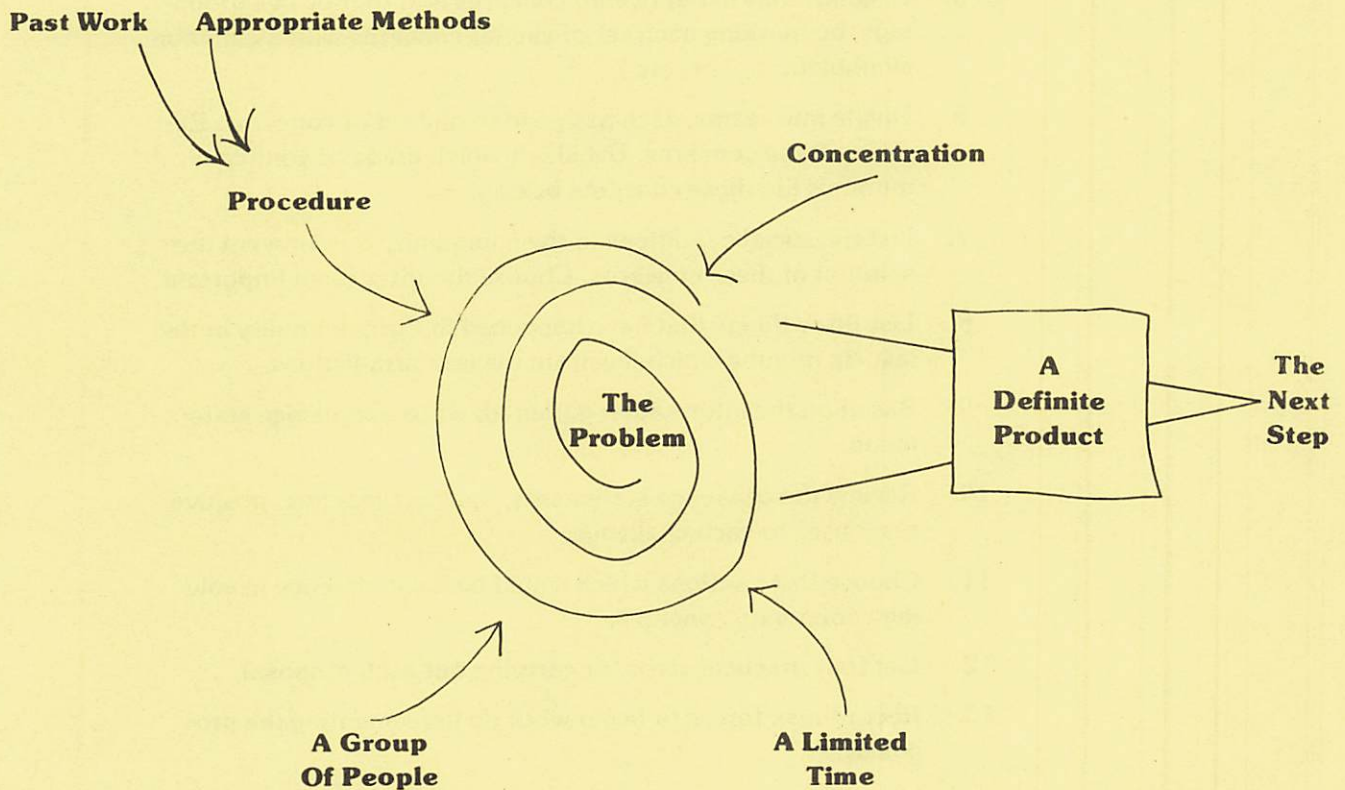


**Fig. 5:**  
**Sentences**

## **F. Problem-Solving Unit**

A problem-solving unit (PSU) is a method for breaking open a new arena or for moving toward solving persistent problems. The problem-solving unit functions in the following manner:

1. State the problem.
2. Get a diverse group of people committed to work on it for a definite time (3-44 hours).
3. Inventory or itemize what has been done on this problem in the past.
4. Describe the result or the product you want at the end of a definite time.
5. Procedures to get to the result or the product may include brainstorming, categorizing, small group work, making charts, interviews, corporate writing, etc. (See fig. 6)



**Fig. 6:**  
**Problem-Solving Unit**

## **G. Community Forum**

The Community Forum is a technique that may be employed on occasions when large groups are to be assembled and the group leadership has decided to involve the entire assembly in meaningful tasks. The Community Forum is an exciting undertaking and may lead to highly productive results; however, these large-scale meetings also require much intentional planning and preparation, the essentials of which are the following:

1. Follow the instructions for ESSENTIAL PREPARATION FOR SETTING UP A PUBLIC MEETING.
2. Discuss your community's vision. List the past accomplishments, present activities, and future hopes on newsprint wall charts with large felt tip pens.
3. Write down the concerns facing your community. List these concerns on newsprint charts in categories: economic, political, and cultural.
4. Select the twenty concerns most critical to the community's future.
5. Organize this list of twenty concerns into four or five groupings, by marking each set of similar concerns with a common symbol (0, +, \*, #, etc.).
6. Divide into teams, each assigned to one set of concerns. Examine these concerns. Decide to which arena of your community's life these concerns belong.
7. List the social conditions in the community that prevent the solution of these concerns. Choose the three most important.
8. List three things that have happened in the community in the last six months which illustrate these contradictions.
9. Based on the information gathered, write a challenge statement.
10. Review the challenge statements, then list concrete, positive responses to each challenge.
11. Choose three actions which would be most effective in solving community concerns.
12. List four practical steps for carrying out each proposal.
13. Recruit task forces to begin work on implementing the proposals.

## H. Timelines

The timeline is a graphic device that is quite simple, yet ingenious and very powerful. It is used to structure and coordinate responsibilities, plan events, and/or to record what has transpired in the past. It is a visual design along a horizontal line; hence, it contains both practical and symbolic substance. It is composed by a group in the following manner:

1. To accomplish a given assignment or goal, begin with a list of specific tasks that need to be done.
2. Organize the tasks into arenas or groups.
3. List details of tasks from each arena.
4. Decide how much time is needed to complete the project.
5. Draw a timeline chart with time depicted horizontally across the top and with arenas listed vertically along the left margin.
6. Decide which tasks come early, which late; place them in appropriate spaces on the chart. Post the chart.
7. Check regularly and revise as needed. Note: The timeline is an excellent device to use for Accountability.

<b>COMMUNITY FORUM</b>								
Week	Apr 22	Apr 29	May 6	May 13	May 20	May 27	Jun 3	Jun 10
Arena	-7	-6	-5	-4	-3	-2	-1	0
Invitations	prep. copy	printers	make list	address	mail	newspaper	radio	calls
Decor	plan	buy mater.	make posters	make murals	pack boxes			set-up
Space	select space	design space		arrange sound				set-up
Hosts	select						prepare	

**Fig. 7:**  
**Sample Timeline**

## I. Assignment Charts

Assignment Charts are handy devices for keeping track of who has been assigned to do what. They are structured in the following manner:

1. Start with a brainstorm of what needs to be done.
2. Ask for volunteers for each task or ask specific persons to take responsibility for specific tasks.
3. Decide how much time will be allotted to complete tasks.
4. Draw an assignment chart with the names along the left side and time across the top.
5. Check regularly and revise as needed.

COMMUNITY FORUM								
Weeks Names	Apr 22	Apr 29	May 6	May 13	May 20	May 27	Jun 3	Jun 10
Bob	prep. invitations	invitations to printers		address		news- papers		calls
Dolores	plan decor		make list	address	mail			calls
Katie	select & reserve space			make murals				calls
Mike		buy materials		arrange sound	pack boxes			set-up
Peg	select hosts		make posters	address			prepare hosts	set-up
Thelma		design space		address			radio	set-up

**Fig. 8:**  
**Sample Assignment Chart**

## J. Accountability Structures

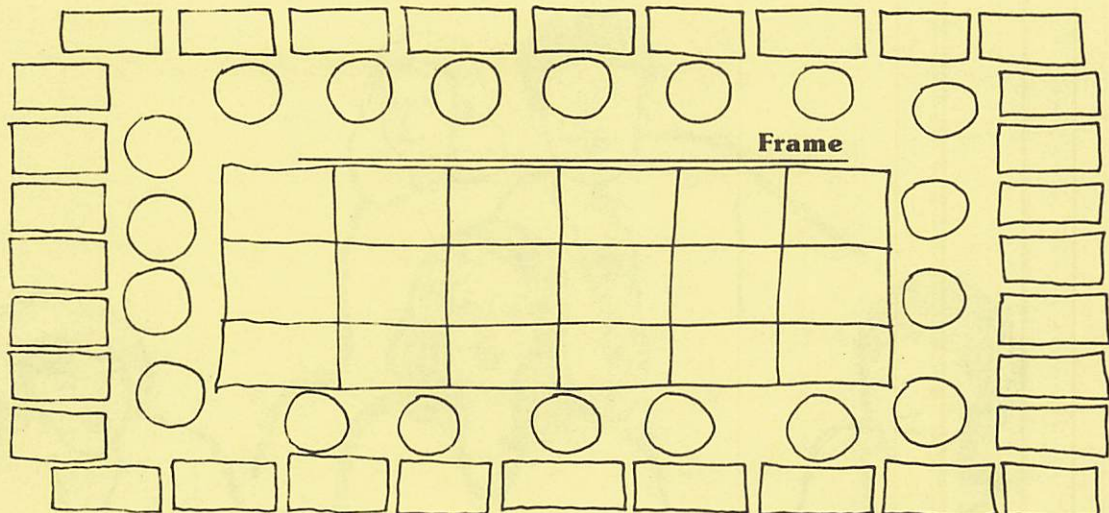
Both timelines and assignment charts are good accountability structures. They can be utilized in the following manner:

1. At each meeting reports should be made on what has been done and the tasks checked off on the assignment chart.
2. Focus on accountability should be that the goal is important; arrangements must be made to get the *tasks* completed, or the goal cannot be achieved.
3. Absolution or forgiveness is always a part of accountability.

### **K. Framing Procedure**

Framing is a useful procedure for determining which persons and formal or informal structures will impact upon a project. The framing procedure also points out how the people and structures interact. The procedure is accomplished as follows:

1. Draw the frame outline indicated in figure 9.
2. Identify the project or problem to be studied.
3. Brainstorm the names of people who can enable or block the project.
4. Talk through the role of the named persons, their priorities, and inter-relationships. Place their names in the center of the frame. (See Fig. 9)
5. List all formal and informal structures which directly or indirectly influence or lead to the named persons. Place in the circles around the center.
6. Discuss where the advantageous relationships exist between persons and structures and draw lines to the names in the center.
7. List persons who could provide access to the structures. Place their names on the outer border.
8. Discuss advantages and vulnerabilities of the various relationships.
9. Draw prioritized lines from the people to the persons listed in the center of the frame.
10. Write plans for the use of this frame, create a timeline, and make assignments.

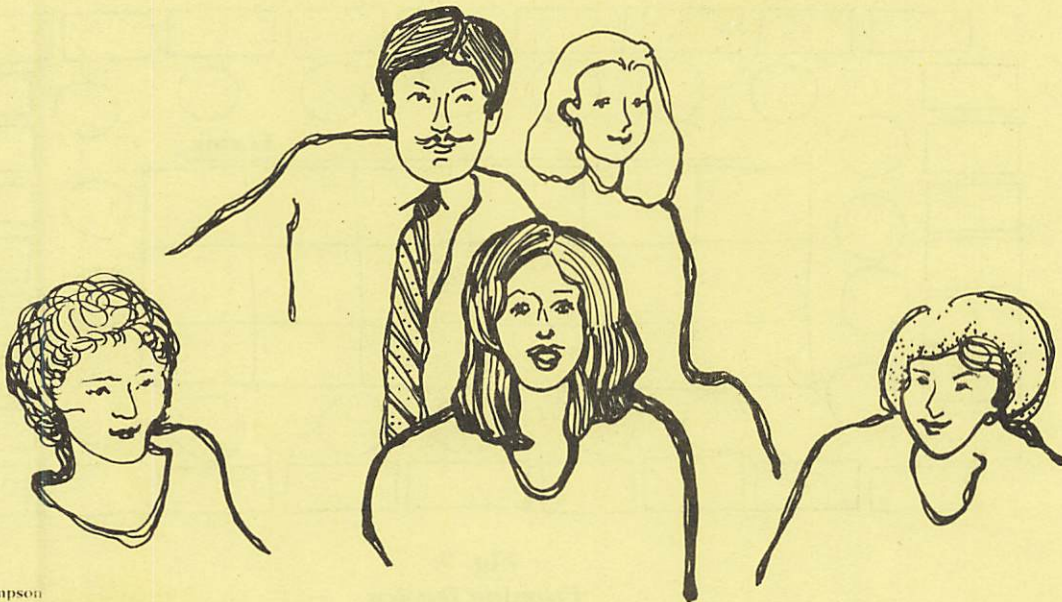


**Fig. 9:**  
**Framing Device**

## **L. An Evaluation Technique**

The evaluation technique is a tool for reflection. The evaluation emerges from a structured conversation that is a progression of questions which focus the group on a journey of consciousness. This method is useful for reflecting on experiences such as the work of the group thus far or evaluating the conclusion of a project. The group leader needs to create questions appropriate to the experience of the group as it progresses through the following levels of awareness:

- I. Objective Level (Just the facts)  
Type of question: What did we do? List as many activities as you can remember.
- II. Reflective Level (Emotions do count)  
Type of question: How did you feel about what happened?
- III. Interpretive Level (Making sense out of it all)  
Type of question: What were the real benefits of the project?  
What were the errors we made?
- IV. Decisional Level (Where do we go from here?)  
Type of question: How should we change what we are doing?



Illustrations by  
Lucy Jehneck-Thompson

## APPENDIX

### **The Portales Community Services Center Experience**

A Community Services Center was organized in Portales, NM, in 1965, by a group of local citizens who decided to accept responsibility for caring for their community. In the sixteen years since, the Center (which is partially funded through both United Way and individual donations) has never had an operating budget of more than \$7,000, yet it has managed to accomplish a great deal.

The basic operation of the Center is to provide information and referral services to the people of the community who request assistance. Requests for assistance and referral services have provided the information necessary to identify gaps in community services and to respond with appropriate resources.

Each year since its inception, Community Services Center volunteers have initiated at least one new community project; to date, all of these projects continue to serve the people of Roosevelt County. Once a need was documented a proposal was written, and a new service was born. Boards of Directors were then developed for most of these projects and they were turned over to their own Boards. Projects which have been developed include the following:

- 1965 a migrant program
- 1966 Community Action Agency, Spanish Classes
- 1967 Senior Center
- 1968 Clothing Bank
- 1969 Emergency Medical Loan Fund
- 1970 Crisis Center
- 1971 Youth Center
- 1972 Recycling Center
- 1973 Medical Equipment Loan Bank
- 1974 Meals on Wheels
- 1975 Health Clinic for the Poor
- 1976 Self-Help Housing Corporation
- 1977 Group Home for Children in Need of Supervision
- 1978 Hospital Home Health Care
- 1979 Battered Families Project
- 1980 Share-A-Ride  
Town Meetings
- 1981 Community Garden  
Transit System
- 1982 Food Bank
- 1983 Youth Employment Service  
Volunteer Wheels

A question frequently asked is: "What has held this particular community group together for so long?" Some explanations that might be offered are:

"The sheer audacity of what has been done has been sustaining."

"The excitement of progressive, meaningful change has been a nurturing influence."

"Entry of new people to the group has prevented burn-out, and has kept the organization young."

"Striving to achieve goals has kept the group pointed toward the future."

"Satisfaction from participating in work which needs to be done in the community has added cohesion to the group."

"Anticipating problems and working them through has kept the Center from folding up when problems arise."

As a concluding note, it may also be observed that at the heart of the Center and all of its many accomplishments are two critical ingredients:

1. *People.* Local citizens have been willing to volunteer time, mind, and energy on behalf of their community and its citizens.
2. *Methods.* Proven methods and techniques that are easily learned by anyone have been used for planning and decision-making by the people who make up the group.

In looking back over the history of the Center, it is clear that the significance and importance of voluntary effort made methodologies for acting corporately become all the more essential. Those who volunteer want their time and effort to be counted, to be honored, and to be respected. This does not mean that they are expecting praise and accolades; it does mean that they will insist upon certain minimums, or they will cease to be around as a volunteer.

The minimums that appear to be at stake are: intentionally designed group meetings, objective, democratic decision-making, a spirit of consensus, and a spirit of purposefulness that is manifest in the work of leadership. It is purposefulness that is conveyed through intentionality, and it is intentionality that produces order and planning. In the absence of meaningful tasks, open decision-making, and intentional leadership, volunteers will disappear, and voluntary organizations will collapse.

Community Services Center has struggled over many years to come to grips with the substance of meaningful community service. In the final analysis, it seems clear that voluntary effort of local people, focused and expressed through objective and intentionally chosen group methodologies, is the secret ingredient. It is neither people nor method alone; it is the two of them together. People do not function without the discipline of forms, and that is where group methodologies come into play.

When a voluntary group claims accomplishment on behalf of the community, it claims significance for humanity. It also claims inspiration for future generations which it is hoped will continue the noble tradition of volunteerism. If Portales Community Services Center has any particular virtues or strengths, they are evidenced in the tenacity with which claim is laid hold on these hopes.