

**CONSULT ON HUMAN DEVELOPMENT**  
**IN THE 80's**



sponsored by

THE INSTITUTE OF CULTURAL AFFAIRS  
Pittsburgh, PA  
Widen, WV

## INTRODUCTION

The Pittsburgh Regional Consult on Human Development in the Eighties was sponsored by the Institute of Cultural Affairs (ICA). The Consult was held April 3-12, 1981, and drew participants from across western Pennsylvania and West Virginia.

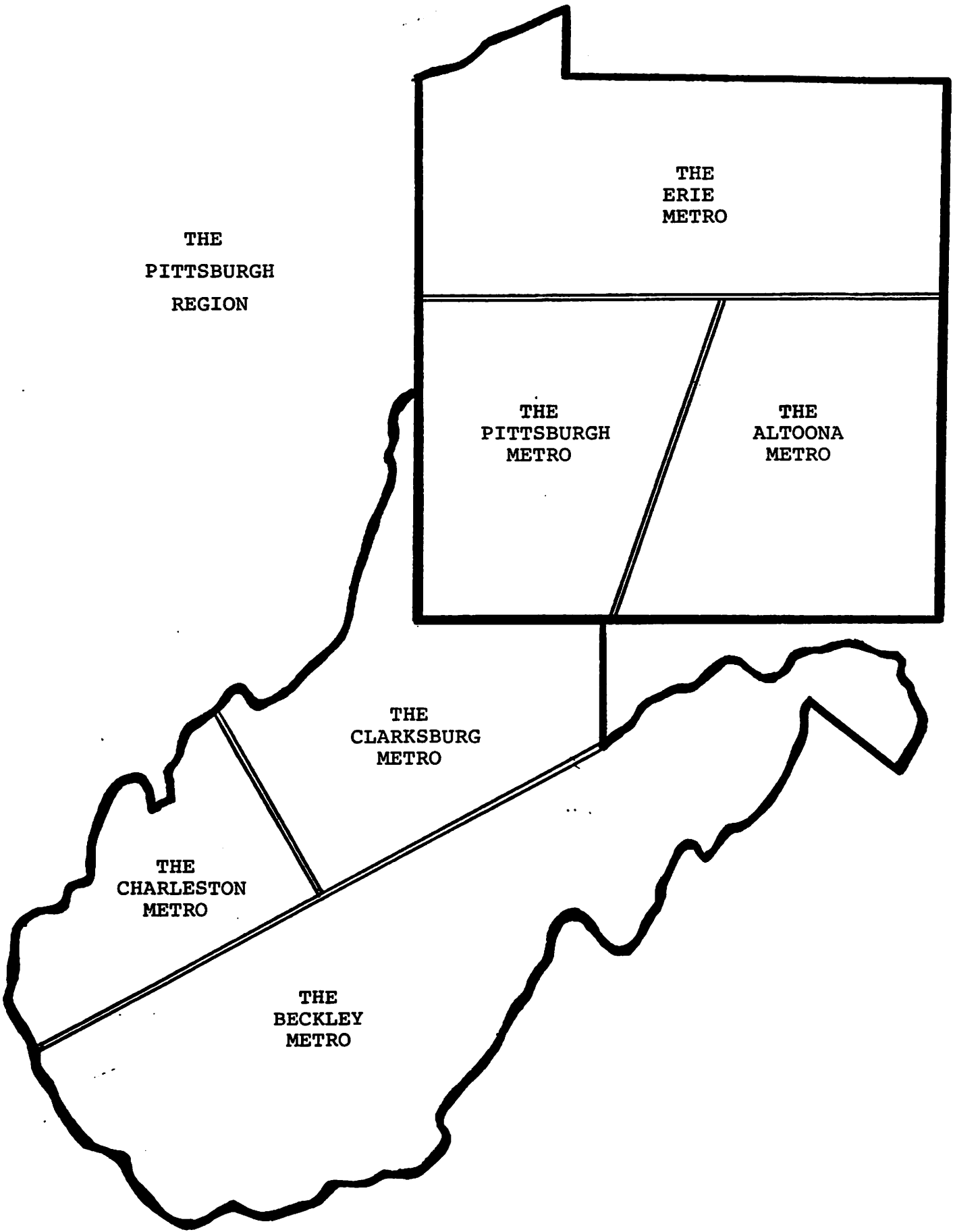
The ten-day Consult was a focused event divided into three parts:

- The three-day Research Symposium identified and examined the current issues facing human development in the 80's and stated the mandates which pointed to possible future actions by concerned people and organizations;
- The five-day Community Lab reviewed the mandates and explored opportunities for their implementation through interviews with people living in both urban and rural communities;
- The two-day Planning Assembly outlined a four-year plan of action and named the practical means for implementing these actions across the region.

Over 225 persons -- representing the public, private, voluntary and local sectors of society -- from more than 60 different communities participated in the various phases of the Consult. The public sector representatives included government agency employees, elected officials and educators. Business leaders, bankers and laborers comprised the private sector. Many people working without pay in diverse services from family counseling to housing development were contacted to represent the volunteer sector. Finally, the local sector consisted of residents and leaders of rural communities, incorporated towns and urban neighborhoods.

The 80's will be  
years of results.

-- Charleston  
business leader



THE  
PITTSBURGH  
REGION

THE  
ERIE  
METRO

THE  
PITTSBURGH  
METRO

THE  
ALTOONA  
METRO

THE  
CLARKSBURG  
METRO

THE  
CHARLESTON  
METRO

THE  
BECKLEY  
METRO

## PART ONE: THE RESEARCH SYMPOSIUM

On April 5 - 7, 1981, thirty persons gathered in Pittsburgh, Pa., to participate in the first part of the Consult. During this weekend of research, participants engaged in dialogue with guest panelists and speakers, and met in a series of workshops and plenary sessions. Participants identified six Underlying Issues Facing Human Development in the Eighties and twelve Mandates Related to the Pittsburgh Region in the Eighties.

The Symposium used a variety of approaches to enable the participants to get distance from immediate concerns in order to make comprehensive judgments about the future of the region. The opening session of the Symposium involved the total group in constructing a 100-year timeline, from 1900 to 2000, in order to objectify their understanding of national and global social trends. Using a brainstorming process and working in three teams, the participants identified more than 100 issues which were plotted onto a triangular model of the social process, revealing six underlying clusters of current issues across the region.

The remainder of the Symposium was devoted to identifying a set of Historical Mandates related to the region. Participants worked in teams, listing appropriate actions related to each Underlying Issue. These actions were then prioritized and organized into twelve Mandates which describe both present activity in the region as well as possible future directions. The Symposium closed with a time to consider the implications of these Mandates. Key implementation moves were outlined for each of the four sectors.

The Symposium was highlighted by three contextual talks and two panels in which representatives of the four sectors described a number of locally-initiated projects with which they were familiar.

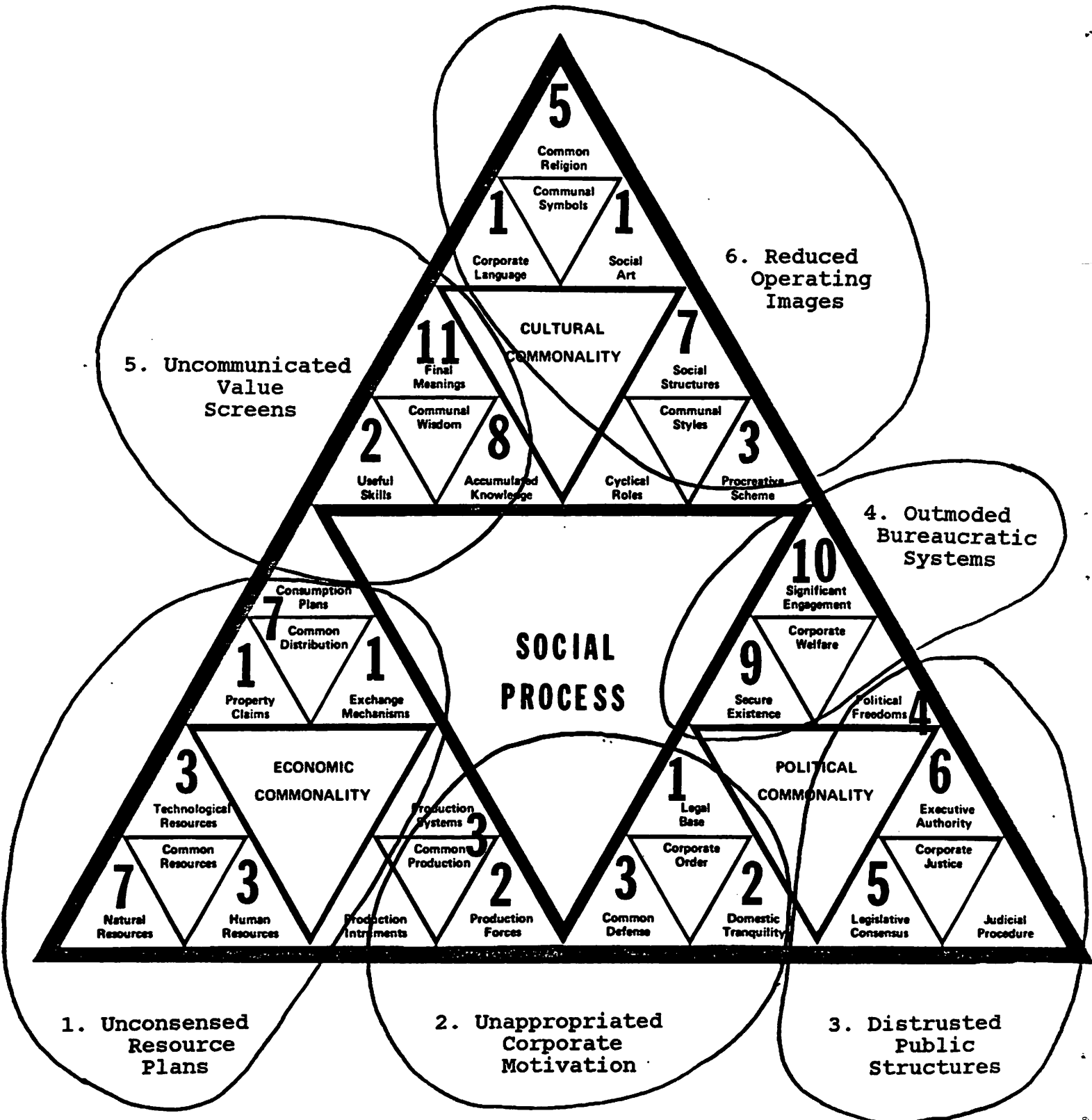
### The speakers were:

- Mrs. Helen Newkirk, Accountant  
Women's Health Network, Washington, D.C.
- Mr. David Rebstock, Manager  
Arthur Andersen and Company, Chicago, Illinois
- Mr. F. Nelson Stover, Project Director  
Widen Human Development Project, Widen, West Virginia

### The panelists included:

- Dr. Delphina Briscoe, Board Member  
Ebenezer Housing Development Corporation, Pittsburgh, Pennsylvania
- Mr. Paul Ertel, Regional Program Director  
U.S. Administration on Aging, Philadelphia, Pennsylvania
- Mrs. Ellen Kight, Regional Director  
Pennsylvania Department of Community Affairs, Pittsburgh, Pennsylvania
- Mr. Hugh McKnight, Attorney  
Corry, Pennsylvania
- Mr. Jack Quinn, Instructor  
Elderton High School, Elderton, Pennsylvania
- Ms. Terri West, Executive Board Member  
Women's Resource Center, Beckley, West Virginia

# ISSUE CLUSTERS



(Numbers in the interior triangles indicate the quantity of issues associated with each particular part of the Social Process.)

## THE UNDERLYING ISSUES FACING HUMAN DEVELOPMENT IN THE EIGHTIES

1. Unconsented Resources Plans. The superficial understanding of the present resource production and distribution situation is manifest in the commonplace waste of resources such as paper, agricultural produce, electricity and other forms of energy. Related issues include conflicting plans for energy conservation, inadequate waste disposal, concerns about environmental protection, water access and inconsistent economic policies. Specific examples are driving two blocks to buy a newspaper or loaf of bread and acres of oranges left to spoil on the ground in California.
2. Unappropriated Corporate Motivation. Many people are not motivated to take responsibility for their work and their community. This results in low productivity, poor quality workmanship, increased crime and public officials out of touch with the desires of their constituents. Related issues are underutilized human resources and insufficient intergroup cooperation at every level. This is seen in poor quality products such as automobiles that have to be recalled, police officers unwilling to make on-the-job decisions and many special interest groups with overlapping activities while gaping holes of need go unaddressed.
3. Distrusted Public Structures. As the decision-making process appears fragmented in dealing with immediate crises, people become suspicious of public officials, the systems and themselves. The frustration of dealing with unclear and overlapping bureaucratic structures is expressed in a search for somewhere to lay the blame; accountability becomes fuzzy, increasing the frustration. Environmental abuses, white collar crime and congressional bribery are the most obvious examples of the misuse of public trust.
4. Outmoded Bureaucratic Systems. Outmoded bureaucratic systems are not able to meet people's needs and often stand in the way of those needs being met. Regulations that were designed to assure performance and maintenance of standards are so cumbersome and inadequate that poor service is delivered. This results in insurance on public buildings being so expensive that community groups often are denied their use, CETA workers receiving less for working than they would receive from welfare and volunteer efforts at community improvements stymied by regulations which force the abandonment of plans designed to meet community needs.
5. Uncommunicated Value Systems. People with conflicting value systems have no agreed upon mechanism for communicating and, therefore, no way to cooperate on shared issues. Education structures, both formal and informal, transmit inconsistent images on evolution and world history without providing a context for making ethical decisions. Attempts at solutions are paralyzed by polarization of issues between groups such as the "pro choice/pro life" arguments over abortion.
6. Reduced Operating Images. In the midst of immediate particular demands and the pressure for single issue action, people lose sight of a comprehensive perspective for decision-making. Solutions become reduced and temporary; and a community's human energy is sapped by ineffective and conflicting small groups. Grasping the various aspects of complex issues seems beyond the capacity of many individuals' education. For instance, youth feel the urgency for immediate income and security and yet ignore long-term needs for career preparation.

THE HISTORICAL MANDATES  
Related to the Pittsburgh Region in the 1980's

RELEASING TANGIBLE RESOURCES		ENABLING EFFECTIVE COMMUNITY	EMBODYING CORPORATE STYLE	
Funding Local Projects	Using Resources Responsibly	Motivating Grassroots Initiative	Articulating Significant Myth	Mediating Conflicting Objectives
	Utilizing Public Space	Planning Comprehensive Programs	Intensifying Global Interchange	
	Delivering Affordable Services	Coordinating Community Networks	Transforming Work Images	
		Building Local Self-reliance		

## THE HISTORICAL MANDATES RELATED TO THE PITTSBURGH REGION

The twelve mandates identified by the participants are summarized below. Each includes examples of current responses going on within the region as well as possible future actions by concerned people and organizations.

### HUMAN DEVELOPMENT IN THE 80'S REQUIRES...

1. ...MOTIVATING GRASSROOTS INITIATIVES through effective training of local leadership in community service opportunities and the publicizing of such efforts on a broad scale. Current activities in this Region related to this mandate include activities of the Council for Volunteer Effort, locally organized community festivals, the organization of volunteer fire departments and community associations, and the expanded use of existing community facilities by local residents, such as turning a vacated elementary school into a community center in West Dunbar, W. Va. Examples of possible future actions might include identifying and establishing regular publicity channels, identifying and designing community service opportunities, providing training opportunities for community service leadership, and securing release time for local business participation in community development.
2. ...PLANNING COMPREHENSIVE PROGRAMS using effective grassroots methods which yield visible action and bring diverse groups together. Current activities in the Pittsburgh Region related to this mandate include the Erie Conference on Community Development, which has 110 corporations working together to develop and implement funding guidelines; a six county housing task force organized in the Pittsburgh area; and a Town Meeting '80 held in the Institute-Pinewood-West Dunbar area which provided a forum for community residents to review and evaluate the community's accomplishments since the Town Meeting '76 and build a new plan for improving the quality of life in the three-community area. Examples of possible future actions include conducting quarterly Forums in neighborhoods and villages, participation in the planning process of regional service structures, education in methods for comprehensive consensus building, and structures for insuring follow-up implementation and evaluation by citizen groups, elected officials and bureaucratic structures.
3. ...COORDINATING COMMUNITY NETWORKS through the promotion and coordination of local community efforts and regional networks. Current activities in the Region related to this mandate include the organizing of the Monongahela Alliance for Citizen Protection Organization to coordinate the interests of residents living along the river, and also, the Pittsburgh Neighborhood Alliance, which interfaces with a number of Pittsburgh community-based organizations. Examples of possible future actions might include developing inter-community calendars, holding inter-group planning meetings, regularly publicizing community needs, and building a network of those who have a sense of the new vision.
4. ...BUILDING LOCAL SELF-RELIANCE by using planning methods, training curriculum and creative incentive programs. Current activities in the

Pittsburgh Region related to this mandate include locally-managed industries such as the Jeanette Glass Works in Jeanette, Pa., and the development of the Bidwell cultural and training center in the Manchester neighborhood of Pittsburgh through the combined efforts of the Bidwell United Presbyterian Church and Manchester residents. Examples of possible future actions include creating home improvement incentives such as block clubs, garden and flower clubs and fix-up/clean-up events; adult education and skills training programs; and practical assistance pools created by residents whose only requirement is a willingness to learn.

5. ...USING RESOURCES RESPONSIBLY in order to protect the earth's fragile ecology so that we will survive. A current activity in this Region related to this mandate is the effort of the South Hills, W. Va., community association to balance the need for industrial development along the Monongahela River with its natural beauty. Examples of possible future activities in the region include focusing resource use on basic human needs, redistribution of appropriate food stuffs to meet malnutrition needs around the world, understanding environmental interrelationships, and planning resource use on the basis of the realities of those interrelationships.

6. ...UTILIZING PUBLIC SPACE to ensure people the use of adequate facilities, i.e. public buildings, highways, rivers, parks, etc. without being hampered by excessive fees and regulations. Current activities in the Region related to this mandate include conducting the annual Three Rivers Art Festival in the open space between the office complexes of the Golden Triangle in Pittsburgh and the reopening of the Widen Gym by the Widen Community Association. Possible future actions in the region include designing appropriate, equitable user systems, such as sliding scale fees; initiating goods and people labor exchange programs; and instituting waivers of liability agreements.

7. ...DELIVERING AFFORDABLE SERVICES made accessible, with dignity, to everyone regardless of social or economic position. Current activities in the Region related to this mandate include the Charleston Area Medical Center providing 24-hour day-care services as an incentive for nurses returning to work and the New River Family Health Center in Scarbro, W. Va., delivering total family health care on a sliding fee scale. Possible future actions in the region include allowing consumers to decide among a choice of public, private, and/or volunteer services; balancing geographic dispersion with transportation availability; and establishing multi-function centers staffed by providers trained in a variety of human skills.

8. ...FUNDING LOCAL PROJECTS that have been mandated from the local level. An exemplary response to this mandate is the development of the Elderton/Plum Creek Recreation project by parlaying a \$10,000 initial cash grant into a million dollar effort supported by thousands of dollars' worth of inkind donations of materials, labor, and professional services thus providing a 10-acre area for use by both Elderton residents, school students and citizens of the surrounding boroughs. Possible future actions in the region might include greater utilization of inkind goods and services inspired by tax incentives for contributions

which facilitate volunteer labor, balancing public funds for social programs which meet assessed human needs with other programs such as defense spending, publicizing funding sources in simple language to be available to any group, and expanding the eligibility list of groups eligible for tax-deductible contributions.

9. ...**ARTICULATING SIGNIFICANT MYTHS** in order to form a new understanding of the worth of human beings which goes beyond an individualist mindset. Current activities in the Pittsburgh Region related to this mandate include the "We are family" theme, promoting citizen support for the Pittsburgh Pirates, and the widespread use of the "Wild, Wonderful West Virginia" slogan. Possible future actions in the region might include initiating seminars in ethical decision-making, publishing new stories about humanness, clarifying current value systems, and discerning new stories being expressed in popular modes such as bumper stickers, T-shirts and billboards.

10. ...**INTENSIFYING GLOBAL INTERCHANGE** to enable evaluation of local situations and special interests in light of global imperatives. Current activities in the region related to this mandate include Allegheny College in Meadville enrolling an international, as well as racial, mix for its student body, and the Friendship Force which provides summer exchanges between Charleston and Huntington families and those from Germany. Possible future actions in the region might include implementing quantum increases in international exchange between paired communities, accenting achievements and accomplishments through media reports, two-way dialogue through the media with local communities, and required depth exposure to foreign cultures through an educational curriculum.

11. ...**TRANSFORMING WORK IMAGES** in order to increase the individual's sense of participation and to significate each contribution. Currently as example of a response to this mandate, nine corporations in Pittsburgh have each adopted a high school and released staff to support the teaching faculty. Possible future actions in the region might include new language for engagement and vocation; employee participation in corporate planning, evaluation, implementation and decision-making; participation in the celebrative aspects of the workplace; and recognition of the significance of volunteer experience.

12. ...**MEDIATING CONFLICTING OBJECTIVES** in order to open the lines of communication between people and groups with conflicting viewpoints and objectives. Current activities in the Region related to this mandate include the Pittsburgh Neighborhood Alliance, which conducts an annual convention to elicit the concerns of various community-based organizations, and the Erie Conference on Community Development which has clarified funding objectives for 110 business concerns. Possible future actions in the region might include promoting arbitration among individuals and between groups, providing societal support for mediators and arbitrators, exposing school children to mediation methods, and developing inclusive methods of building consensus.

# Local

Thursday, April 9, 1981

NEWSPAPER COVERAGE OF  
THE COMMUNITY LABS

## County's future studied

Armstrong County Bureau

The county took an hour off yesterday to decide where it is and where it has to go.

The one-hour workshop for about 15 people was organized to help the Institute of Cultural Affairs with a week-long effort to find out what are the problems facing Western Pennsylvania in the 1980s. The institute is a private, non-profit organization specializing in social problems and events. It operates 107 offices in 32 nations. Yesterday's meeting was conducted by representatives of the Pittsburgh office.

John Lindstrom, an institute staff member, said the meeting was one of several to get basic information on how people feel about their communities.

"We want to get input on the economic and social programs and how they affect the community. We are just obtaining basic information of a community," he said.

The institute is holding a symposium on Western Pennsylvania that started last week. This week is devoted to doing some of the basic research for the meeting.

Best described as a think tank that specializes in human problems, the institute is holding the symposium to find ways individuals, organizations and agencies can plan together for their future and the future of Western Pennsylvania.

After studying thousands of communities during the last five years, the institute said there are two major problems to solve to get effective planning. First, organizations often have conflicting goals because they lack long-range vision and do not share information. The second problem is regional and national programs have taken the place of local efforts to solve local problems and cannot do the job adequately.

Armstrong County's sample yesterday included county commissioners, local government officials, business, education and banking people and representatives of some of the county agencies involved in planning and development.

Answering Lindstrom's questions, they said the county basically is a conservative, rural area that is feeling the onset of development pressures. The demand for better water and sewer services, better transportation, more recreation opportunities, are symptoms of the pressure. The county also is ham-

pered by a reluctance of communities to work together to solve mutual problems, such as police protection and creation of water systems.

Information from yesterday's session goes into a plan for regional development that the institute's symposium will put together.

## Cultural Affairs Institute conducts seminar on Armstrong

By PATTI CONLEY  
L-T Staff Writer

Local government officials, educators and organization leaders met Thursday morning to talk about a mutual concern — Armstrong County.

The informal discussion which was part of a county lab conducted by the Institute of Cultural Affairs in Pittsburgh, centered on the county's past and present conditions while attempting to focus on its future needs.

John Lindstrom, an ICA regional staff representative, guided talk through a review of the county's past and its peoples' concentration on the coal and steel business.

County Industrial Development Authority director Raymond Borkoski pinpointed the strong conservative community feelings which are rooted in the county's population, many of whom share a strong western European heritage.

In reflecting on the development in the last 20 years, the group concentrated on the progress of Route 28 and its promise to bring new industry into the area.

Farming, Kittanning borough council president Earl Bowser said, was becoming de-emphasized and the communities were becoming more sophisticated.

And as people move from

the boroughs into the surrounding townships, businessman Jack Stull said, the less likely it becomes that these same people want industries to be built or changes to be made near their new homes.

"But what are the challenges for the 1980s?" Lindstrom asked.

Commissioner Harry Fox said he hoped that the serious problem of provincialism would be overcome.

Communities, the commissioner said, simply do not want to work together to solve problems. He cited the difficulties experienced in attempts to form community police forces as an example.

"The tax problem in municipalities is growing and they can't provide the services, yet they don't want to open up their eyes wide enough to see that consolidation of services is the answer to the problems," he charged.

The major concerns expressed by those attending were the completion of Route 422 and Route 28, the revitalization of the boroughs as illustrated by the Kittanning Business Association's revitalization program and the need for local controls on revival of coal resources.

Commissioner William Kerr expressed concern over federal and state cutbacks which could affect the ongoing progress for water and

sewage development in the county.

Recreation Authority chairman Raymond Boarts said the county's main asset was "potential" as illustrated by the ongoing programming at the Bel-Mont Arena, planned projects at the Canfield Holmes Sanctuary and on the Allegheny River.

There was talk about the planned power plant in Washington Township and the possible use of hydroelectric power on the area's locks and dams.

Attention was then shifted to the groups responsible for initiating change. The county and township officials, MACADO, the Soil and Conservation District, community recreation groups and the Community Action Agency all were lauded for their contributions. More efforts must be made, Lindstrom said.

The ICA representative said the remarks made during the discussion will be used as part of regional symposium on Human Development in the 1980s. 4-9-81

## PART TWO: THE COMMUNITY LAB

On April 6 - 10, 1981, six teams traveled across northern Appalachia to do field research in the Community Lab portion of the Regional Consult. These teams operated out of Erie, Altoona and Pittsburgh, Pa., and Clarksburg, Charleston and Beckley, W. Va., visiting people in 60 towns, cities and rural areas throughout the two states. Twenty people acted as interviewers, either full or part time. During the five days they talked with 217 people, 90 of them individually and 127 in group conversations involving two to twenty-five people.

The age profile of people interviewed was 1% under twenty years of age, 43% from twenty to thirty-nine years old, 41% between forty and fifty-nine and 15% sixty years or older. Sixty percent were male, and forty percent were female. Those interviewed represented a cross-section of occupations including laborers; educators; clergy; government employees in county extension, housing and planning; elected officials; volunteers; homemakers and retired people. Thirty-six percent represented the public sector, 26% the local sector, 20% the private sector and 18% the voluntary sector.

In each interview conversations dealt with the same basic data: 1) the history of the area, including trends of the last decade; 2) the present challenges and point of societal pain; 3) anticipations for the 1980's and present activities which lead to breakthroughs in human development; and 4) projections for the interviewee's involvement over the next ten years.

Throughout the interviews additional illustrations documented the Issues and Mandates described by the Symposium participants. The teams also determined the new directions required in the region and discerned the following concerns and opportunities for human development which served as a starting point for the work of the Assembly: 1) the educational system is at a point of re-evaluation; 2) Town Meetings and community demonstration programs have set the stage for continued innovation in community development; 3) active networks are emerging among the various groups in communities; 4) the public, private, voluntary and local sectors are recognizing the need to work together; 5) a hopeful attitude is present in light of encouraging accomplishments; and 6) people who are working in their own communities want to know what achievements other communities have made.

It is refreshing to be in  
a group which starts by  
looking at the whole picture,  
instead of focusing in on one  
little issue.

-- Pittsburgh agency director

Toward Formation of  
a Service People

Toward Declaration of  
Significant Human Engagement

Toward Manifestation of  
Human Development Possibility

Sustaining Vocational Decisions

- . telling global story
- . offering depth training
- . conducting regular visits
- . holding reflective events

Intensifying Vital Communities

- . regularizing local communications
- . conducting participatory forums
- . exchanging work projects
- . assessing resource availability

Training Local Leadership

- . developing trainer pool
- . creating training designs
- . identifying potential participants
- . utilizing appropriate curriculum

Reporting Human Ventures

- . documenting practical steps
- . creating multi-media materials
- . hosting site visits
- . exchanging journey stories

Delivering Functional Education

- . upgrading skills training
- . establishing release-time structures
- . demonstrating learning schemes
- . conducting educator consultations

Establishing Funding Expertise

- . surveying human needs
- . preparing comprehensive proposals
- . demonstrating private responsibility
- . tapping resource alternatives

Expanding Work Potential

- . redesigning placement criteria
- . utilizing available resources
- . demonstrating productive facilities
- . re-imaging work significance

### PART THREE: THE PLANNING ASSEMBLY

On April 11 and 12, people who participated in the Symposium and the Lab were joined by others to interpret data from the first two parts of the conference. The intent of the Planning Assembly was to analyze the findings of the Lab teams in the light of the issues and mandates from the Symposium, to establish strategic directions for human development and to create practical ways to implement this strategy over the next four years.

The work of the Assembly began with reports from each of the six Lab teams and a reflection on the implications for action. This process involved three workshops: 1) analyzing the regional issues and opportunities reported from the Lab; 2) clarifying emerging strategic components; and 3) creating four year directions for the components in each metro. Each Lab team recommended five bold moves in human development needed in their respective geography, and the reports were organized into six arenas of action for the region. Teams created lists of activities required to implement work in these arenas across the region, and these lists were organized into seven strategic directions for the next four years. Next, the Assembly named the practical ways this strategy could be implemented in the six metros or geographic subdivisions of the region. This step relied on the informed judgments of the Lab. These directions were phased over the next four years, and a common thrust was determined for each year across the region. The Assembly concluded with a celebration of the decisions made and a commissioning of the participants. The decisions of the Assembly are held in the Strategic Directions and in the four year phasing of metro activities. Their implementation will serve human development across the Pittsburgh Region.

...I would like to take this opportunity to commend the members of the Institute of Cultural Affairs on the outstanding work they have done for the past twenty-seven years in initiating involvement by local communities in their efforts of revitalization. You have made great strides in your work.

-- The Mayor of Pittsburgh

## THE STRATEGIC DIRECTIONS COMPONENTS

The participants in the Assembly recommended the following strategic directions toward revitalizing community participation...

...for the strategic direction toward declaration of significant human engagement:

1. That Those Who Care in this region provide the interchange between communities and groups to document, evaluate and share efforts in human development. The decision of many communities to utilize planning and action methods in development has produced several signal demonstrations that can be examples for other communities.

This strategy will include the following components:

- Documenting the practical steps in the signal communities through a process of program evaluation and future projection.
- Creating new materials which utilize various audio-visual and published media to present the story of human development efforts.
- Hosting site visits in signal communities for interested groups from other towns and neighborhoods.
- Exchanging journey stories through presentations and speaking engagements that spread the story of human development throughout the region.

...for the strategic direction toward formation of a serving people:

2. That Those Who Care in this region sustain the colleagues throughout the region who have decided that their vocation is to care effectively for their communities. Individuals in every metro have participated in Town Meetings, local church renewal programs, methods training events and human development project presentations. These persons have found various ways to engage in local development efforts, but they experience a need for ongoing motivational interchange.

This strategy will include the following components:

- Telling the global story of human development demonstration in order to establish a comprehensive context for local activity.
- Offering depth training in foundational methods to re-affirm the resolve of individual colleagues.
- Conducting regular visits through a schedule of circuits to every metro to expand contacts, hold programs and develop an authorization and funding base to support local community development efforts.
- Holding reflective events which allow people to internalize the significance of their activities.

3. That Those Who Care in this region train local residents in leadership methods to ensure effective community programs. These depend on community consensus and participation in all aspects of research, planning, implementation and evaluation and on the upgraded skills of community leaders in financial and motivational management.

This strategy will include the following components:

- Developing a trainer pool of experienced faculty who can share their expertise with others.
- Creating training designs, manuals and imaginal tools which will meet the demands of potential leaders for evening, weekend or 1 to 8-week constructs.
- Identifying potential participants, both individuals and groups, from the public, private, volunteer and local sectors.
- Utilizing appropriate curriculum in social methods and practical skills.

4. That Those Who Care in this region establish expertise in funding to support local development activities in the region with the resources of public agencies, private corporations and foundations, volunteer organizations and concerned individuals. Communities experience blocks to funding with government cut backs and economic inflation. They have been required to develop the skills to tap local financial and inkind resources.

This strategy will include the following components:

- Surveying human needs in order to create inclusive funding schemes.
- Preparing comprehensive proposals which include complete budgets and program descriptions and meet the guidelines of funding sources.
- Demonstrating private sector responsibility through developing a network of socially concerned and responsive corporations.
- Tapping resource alternatives such as inkind donations of goods and services, "sweat equity" and local fund raising events.

...for the strategic direction toward manifestation of human development possibility:

5. That Those Who Care in this region intensify vital communities through sharing program ideas and effective methods that can be used in other communities. A number of local communities have developed specific programs to meet a local need and are eager for a way to communicate their learnings and to expand and to sustain their programs.

This strategy will include the following components:

- Regularizing local communications with regional, metro and local newsletters.
- Conducting participatory forums involving all four sectors in building a community plan and coordinating implementation.
- Exchanging volunteers for work days, work projects and other inter-community events.
- Assessing resource availability to insure that all local physical and human resources are utilized and supplemented only as needed.

6. That Those Who Care in this region deliver methods of functional education through both formal education networks and practical skills training seminars. The expanded use of computers in the field of education, the need for relevant life-long learning programs and the shift of employment markets intensify the necessity for new education methods.

This strategy will include the following components:

- Developing skills training programs for upgrading job skills in production, management, clerical and service careers.
- Establishing release-time structures to deliver professional expertise from the public and private sector as a resource for local communities.
- Demonstrating education schemes by phasing comprehensive programs in communities across the region using appropriate technology and available resources.
- Conducting educational consultations with professional educators to design practical curriculum delivery systems.

7. That Those Who Care in this region expand work potential by extending the economic base in communities and by increasing the work force's desire for sustaining high levels of productivity. Limited (though abundant) natural resources, increased energy costs, instances of low employee morale, declining productivity and poor workmanship, along with the demand for locally based economic ventures, provide the urgency for such a strategy.

This strategy will include the following components:

- Redesigning job placement criteria so that equivalent weight is given to interest and skill.
- Utilizing available resources by seeking out and designing industries which will tap local resources and available skills.
- Demonstrating productive facilities with the initiation of replicable economic enterprises which are competitive and also provide equitable compensation.
- Re-imagining work significance by recognizing the value of all efforts, both volunteer and paid, in creating a more human world.

The 80's will require  
a work day of 6 to 8,  
not 9 to 5.

-- Charleston  
community worker

When resources are limited, work  
with those who are willing to do  
something for themselves.

-- Warren social worker

The  
Pittsburgh  
Region

IMPLEMENTING THE STRATEGIC DIRECTIONS

April, 1981

-A 4-YEAR DESIGN-

ARENA	MAJOR THEME	CLAIMING CURRENT CREATIVITY	TRAINING DEMONSTRATION TEAMS	INTENSIFYING SUCCESSFUL EFFORTS	PROVIDING REPLICATION CAPACITY	VISIBLE ACCOMPLISHMENTS
	YEAR	1981-82	1982-83	1983-84	1984-85	
1.	REPORTING HUMAN VENTURES	Compiled Local Accomplishments	Regular Community Interchanges	Major Event Promotions	Depth Public Documentation	REGULAR MEDIA PUBLICITY
2.	SUSTAINING VOCATIONAL DECISIONS	Collegial Evening Meetings	Quarterly Reflective Seminars	Intensified Engagement Opportunities	Frequent Community Visitation	MONTHLY CORE MEETINGS
3.	TRAINING LOCAL LEADERSHIP	Social Methods Modules	Human Development Training School	Mobile Faculty Preparation	Extensive Leadership Seminars	READILY AVAILABLE FACULTY
4.	ESTABLISHING FUNDING EXPERTISE	Existing Resources Directory	Regional Advisory Board	Grassroots Grantsmanship Training	Coordinated Private-sector Involvement	LOCAL FUNDING EXAMPLES
5.	INTENSIFYING VITAL COMMUNITIES	Systematic Community Visitation	Comprehensive Planning Consults	Foundational Program Implementation	Interiorized Replication Capabilities	COMPREHENSIVE IMPLEMENTATION DEMONSTRATIONS
6.	DELIVERING FUNCTIONAL EDUCATION	Educational Experimenters Consultation	Youth Images Programs	Elders Opportunities Forums	Published Spiral Curriculum	TESTED LIFE-LONG CURRICULUM
7.	EXPANDING WORK POTENTIAL	Viable Industrial Alternatives	Locally Owned Industry	Expanded Tourism Promotion	Productive Industrial Clusters	LOCALLY APPROPRIATE INDUSTRIES

## FOUR-YEAR IMPLEMENTATION OF THE SEVEN STRATEGIC DIRECTIONS

In the final session, the Assembly participants described the projected visible accomplishments of four years' work for each of the seven strategic directions of response to the mandates named in the Symposium. Building up to these desired accomplishments were practical arenas of action for each one-year period. Overall, the first year will be focused on claiming current creativity by pulling together reports and people from existing local ventures. The second year will be focused on training demonstration teams by conducting seminars and workshops for potential leadership. In the third year the focus will be on intensifying successful efforts to ensure substantial demonstrations of local potential. Lastly, work will focus on providing replicable capacities through documentation and extensive training. This entire design, thus, provides a seven faceted four-year program for revitalizing community participation throughout western Pennsylvania and West Virginia.

Participants phased the implementation of the seven strategic directions as follows:

1. Reporting Human Ventures. Compiled local accomplishments will establish the region-wide reality of grassroots initiative. Regular community interchanges will provide motivation for continuing the often difficult task of building community. Major event promotions will make the efforts of local citizens widely known. Indepth public documentation will produce a detailed study of human development for use with a wide variety of audiences. After four years regular media publicity will tell about revitalized community participation.
2. Sustaining Vocational Decisions. Collegial evening meetings will draw together core groups of those who care for serious conversation and planning. Quarterly reflective seminars will provide sustaining contexts for people deeply engaged in creating the future of human community. Intensified engagement opportunities will involve many persons in the practical tasks of human development. Frequent community visitation will provide interchange between caring persons and colleagues in other communities. After four years' monthly core meetings will sustain those involved in revitalizing community participation.
3. Training Local Leadership. Social methods modules will make tested methods for building communities available to leadership in diverse situations. The Human Development Training School will provide a comprehensive overview and practical skills to participants in a three-week program. Mobile faculty preparation will equip competent volunteers to conduct on-site training throughout the region. Extensive leadership seminars will enable communities in the region to be equipped with competent leaders in all dimensions of social and economic growth. After four years readily available faculty will ensure ongoing revitalization of community participation.
4. Establishing Funding Expertise. An existing resources directory will provide a compendium of public, private and local sources for human development. A regional advisory board will serve as a widely recognized support group for creative local initiative. Grassroots grantsmanship training will equip citizens with the skills for soliciting financial

donations, human resources and in-kind contributions. Coordinated private sector involvement will demonstrate the potential for involvement of business in human development. After four years local funding examples will support the efforts toward revitalizing community participation.

5. Intensifying Vital Communities. Systematic community visitation will provide regular contact between residents building human community and citizens of other communities. Comprehensive planning consults will equip localities across the region with long-range implementation plans. Foundational program implementation will catalyze the initiation of each community's particular plan. Interiorized replication capabilities will instill in local leadership the resolve to generate enthusiasm for human development in other communities. After four years comprehensive implementation demonstrations will show convincingly the reality of revitalized community participation.

6. Delivering Functional Education. An educational experimenters' consultation will draw together people experienced in all phases of community oriented education to sketch out an experimental curriculum. Youth image programs will instill pride and the desire to learn in youth, particularly pre-schoolers and drop-outs. Elders' opportunity forums will open up new avenues for senior citizens to become involved in their communities. Published spiral curriculum will provide a guide for use in any location. After four years a tested life-long curriculum will be available to equip citizens for revitalized community participation.

7. Expanding Work Potential. Viable industrial alternatives will be researched for several communities. Locally owned industry will demonstrate creative expansion of the economic base. Expanded tourism promotion will draw financial resources into communities. Productive industrial clusters will expand the number of economic ventures. After four years locally appropriate industries will undergird the revitalization of community participation.

The critical issue  
is changing attitudes toward work.

-- Union City social worker

If the citizenry doesn't make it,  
nobody will.

-- Fairmont county extension agent

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The following enabled the Consult through contributions of goods, services, and money:

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This document reports the work of the participants in the Consult on Human Development in the Eighties. The Consult, an experimental format facilitated by the Institute of Cultural Affairs, included citizens from West Virginia and western Pennsylvania.

The Institute of Cultural Affairs, a research, training and demonstration group, is concerned with the human factor in world development. Private and voluntary in nature, the ICA has offices in 32 nations and operates as a not-for-profit, intraglobal organization. The Institute has 25 years of experience working with communities and has had a full-time staff in Pittsburgh since 1971.

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