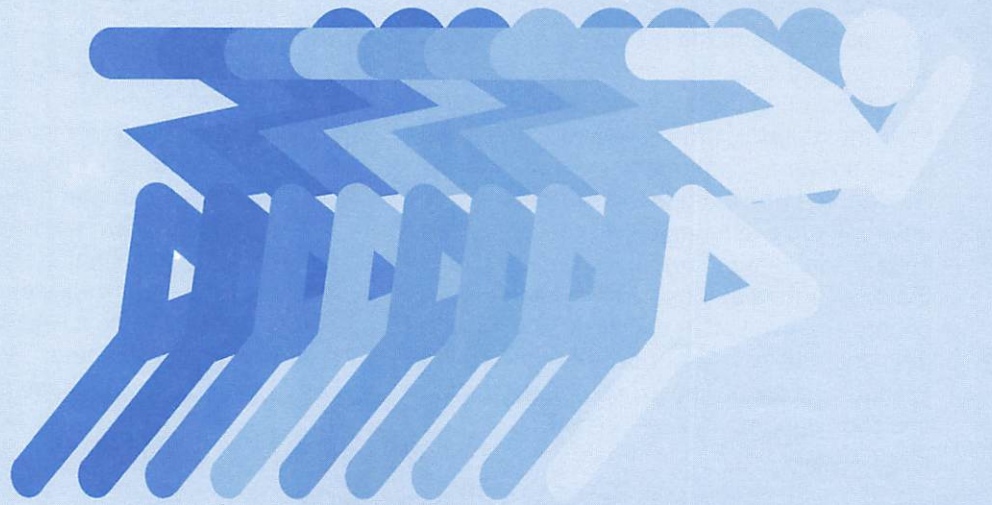


Images of 1993

ICA West



*Leading in
Social Innovation
through
Participation and
Community Building*



Transforming communities and organizations . . .

Painting the Big Picture

When the Assiniboine and Sioux Tribes at Fort Peck, Montana, decided to tackle their social development, they invited everyone they knew concerned with delivering social services to their 5,782 members. As the representatives of the 30 agencies present introduced themselves and flip charts began covering the walls, you could almost hear the gasps of amazement coming from those present. "Look at the services we are delivering. Look at the overlap!" This environmental scan revealed not only poor coordination among agencies but the fact that over a third of those employed in the county are involved in social service delivery. This revelatory experience laid the groundwork for building a comprehensive social development plan for the Fort Peck Tribes.

Forging A Common Vision

As OD consultant Jeanne Schulze began working with Honeywell representatives from five different countries, she soon discovered everyone had different ideas about a significant product strategy. Using the ICA's *Technology of Participation* methods, Jeanne led a Strategic Planning session in which she asked: What is our common vision for this product we need to jointly produce? As planning progressed, participants began to see that many issues they faced were not technical but rooted in the organizational system itself. Once this became clear they were able to create strategies to deal with these issues. One person commented: "We have been struggling with these problems for nine years. Finally we have something we can work with."



Starting Something New

In Somerton, AZ, council meetings had always been conducted in English, even though a number of civic officials were native Spanish speakers or bilingual. When the city manager invited Spanish speaking citizens to attend meetings, no one came. But after the ICA Hispanic Services team led a Town Meeting in Somerton, things began to change. 25 people showed up at one meeting. For the first time in Somerton, a council meeting was held with translation from English to Spanish. New people felt they belonged and could begin to make a difference. According to Somerton's city manager Enrique Castillo: "We need to have this kind of input at council meetings, to help us make decisions. This is the start of something new."

Conversing In Depth

At the Arizona Department of Health, a new employee was having difficulties with her job. Manager Linda Simpson decided to talk with the woman. Having been trained in the *ToP Conversation Method*, Linda decided to put her tools to the test. Working with her administrative secretary, she carefully prepared the conversation to have with the new employee. At the last minute, Linda wasn't able to attend so her secretary led the conversation instead. When the meeting was over, her secretary burst into Linda's office, with a beaming smile and proclaimed: "I'm so proud. I did it. I never could have guessed what this person was thinking and responding to. This method helped me find out." That's when Linda really saw the power of *ToP* methods.

. . . through the *Technology of Participation*

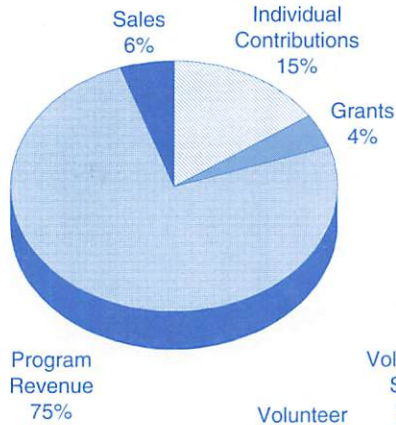
Highlights of 1993

- Two-year Training of Trainers program begun with the 1000-organizational member National Network for Runaway and Youth Services.
- Over 1700 people participated in 121 *ToP* methods courses in 31 places and 25 organizations, with Spanish courses in Mexico, Oregon and Washington.
- Six members presented case studies at the annual Member Meeting on the application of *ToP* methods in a diversity of settings ranging from a Seattle truck body company to communities along the USA-Mexico border.
- A 29% response to a survey sent to ICA-trained educators revealed that *ToP* methods are used regularly in a variety of situations from preschools to universities, the Discussion or ORID Method being the most frequently used.
- Facilitator Guilds in Phoenix, Salem, San Diego and Seattle studied books, exchanged learnings and discussed topics such as "The relationship between motivational styles and the different stages of the workshop process."
- Partnership launched with the Arizona Department of Health which includes a community development project in the low income South Phoenix area.
- Work with the Fort Peck Assiniboine and Sioux Tribes through the CERT/ICA partnership entered its third year, with the Tribal plan for environmental protection chosen by the federal EPA as a model for other tribes to follow.
- The New Orleans Field Office secured a contract for ICA to help facilitate the planning of the Barataria-Terrebonne National Estuary Project.
- The Denver ICA team trained youth facilitators for a 1300-person Global Youth Forum sponsored by the United Nations Environment Program.
- A strong and expanded core of 41 faculty helped staff four Rites of Passage programs, with several staff members returning for a second time.
- The Salem, Oregon, Field Office obtained a contract which trained 112 facilitators from 37 voluntary and public agencies, under the auspices of the Marion County Children and Youth Services Commission.
- ICA West monthly operational income twice reached \$50,000, contributing to an annual total of \$437,000, up 34% from last year.
- The first-ever Staff Retreat in Flagstaff and the appointment of office staff in Phoenix and Seattle signaled a new emphasis on "growing the organization."
- Membership reached 570 and an Investor Cultivation Campaign was launched.

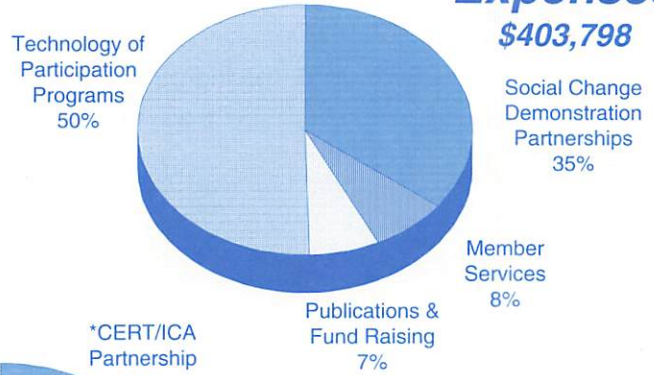
Our Valued Resources: People, Time & Money

ICA West's economic audit for the year cannot be restricted to cash journals and bank balances alone. Although these are critical, they represent only a part of the total input and output of the organization. ICA West depends heavily on a number of people who donate their time and skills to further its purpose and mission. A third pie chart has been added to reflect this important contribution. The figures given here represent ICA West operational monies only.

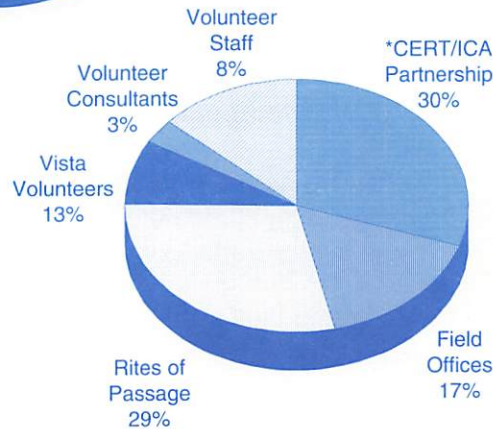
Income \$437,011



Expenses \$403,798



Contributed Services \$264,080



* The Council of Energy Resource Tribes (CERT) is ICA West's Native American program partner.

1993 Staff

Education Partnerships
Hispanic Community Partnerships

Native American Program
Neighborhoods/Human Service P'ships
ToP Institute Northwest
ToP Institute Southwest
Member Services

Publications
Interns

Office Manager (Phoenix)
Office Assistant (Phoenix)
Office Assistant (Seattle)
Vista Volunteers

Jim Wiegel
Jesusa Arburto
Raul Jorquera
Angelica Rodriguez
Kim Alire Epley
John Oyler
Dorothea Jewell
Marilyn Oyler
Louise Albright
Shirley Heckman
Jim Jewell
John Burbidge
Kaye Hoover
Trish Ryan
Marie Halvorson
Tara Ruiz
Nan Hammett
Janet Grossman
Laua Mahr
Valerie Morfin
Angela Renteria
Cindy Ross

1993 Field Offices

Albuquerque
Denver
Eugene
Houston
Los Angeles

New Orleans
Oklahoma City
Salem

San Diego
San Francisco
Songaia

Tim Karpoff
Jean Smith
Richard & Kate Guske
Susan Wegner
Lois Arkin
Peter Lownds
Terre Virgason
Jean Watts
Conna Wilkinson
Sandra True
Judy Weddle
John Adam
Beret Griffith
Stan Crow

... and over 600 members!

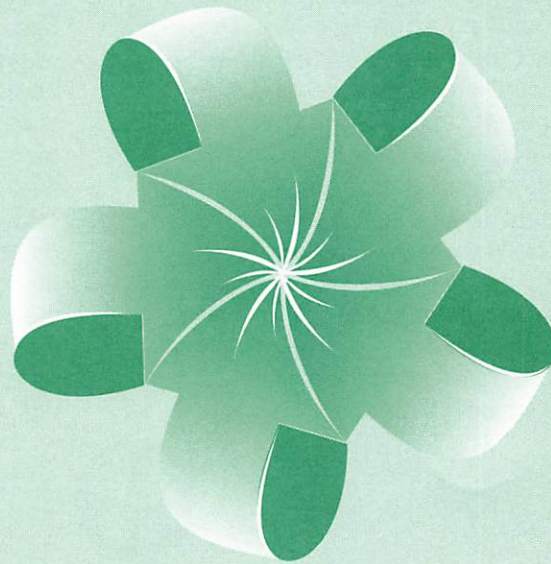
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Images of 1994

ICA in the Western United States



***Catalyzing Social
Change Using
the Technology of
Participation™***



Leading in Social Innovation through . . .

Fostering School Discipline

"We're spending too much time on discipline and too little on instruction. Why can't someone do something about it?" Familiar cries? They were at the Phoenix Day School for the Deaf and Blind until a year ago. Discipline among the 220 elementary and high school students had reached an all-time low. The Coordinator for Curriculum and Staff Development, Gabriela Sorensen, asked the ICA for help. The result? Teachers and staff built an action plan which led to awareness training for parents, assertive discipline training for all staff members from bus drivers to teachers, telephones in each room, and more. One year later, the number of elementary students referred to the principal's office was down 71%, violent behavior among high schoolers dropped 66%, and overall law breaking was reduced by 59%.

Thinking Across Borders

As Regional Manager for East Africa for CARE, Jean Downen's work spans nine countries from the Sudan to Rwanda. Each country has developed its own strategies but given the volatility of this part of the world, national borders mean very little. After she had attended an ICA *Group Facilitation Methods* course, Jean decided to use a new approach at a meeting of country directors to start them thinking across borders. She had them plot critical data on their own country map then combined the maps into a single large one. It worked! It sparked a number of creative ideas, some of which are now in motion. Says Jean: "People reported that the meeting was the most productive and most focussed they'd had for the Horn of Africa since they began meeting two and a half years ago."



Using the Same Language

For over a year, tension had been mounting between Puget Sound Carwash Association and government agencies responsible for water quality in the region. The regulators felt the carwashers' lobbyist had been "sliming" them but the antipathy was mutual. Liz Greenhagen, who liaises between regulators and concerned groups, decided it was time to act. Drawing on some of her *ToP* methods training, she brought together people from both sides to "talk on the same plane, using the same language, and without the usual emotions." She asked people to write down their ideas on cards which were displayed on a board for everyone to see. "People from each side were amazed they both wanted the same goals," says Liz. "Now, we are working on a common program of action."

Expanding the Vision

When official planners came up with an at-risk center for youth in the local high school, it wasn't quite what the residents of North Salem, OR, had in mind for their new "21st Century School" project. Representing a diverse cross-section of the community, 61 residents came together to do their own planning. Using both the *ToP* Workshop and Action Planning Methods, they expanded the vision considerably. In the words of Dick Horner of the Salem-Keizer School District, "people created a model based on wellness and wholeness not on pathology or risk, something for all the family from the elderly to pre-natal, for parents and singles." They launched the project with a Family Fun Night, followed by a much needed emergency dental service and a family health fair.

... **Participation and Community Building**

Highlights of 1994

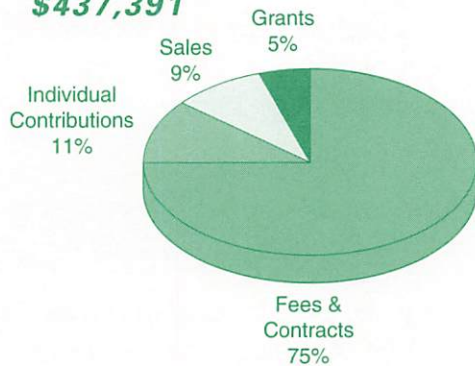
- A marked increase occurred in the number of in-house courses, many of which are part of long-term training schemes, including those with CARE International, Emory University, and the Arizona School for the Deaf and Blind.
- 10,000 copies of a new *ToP* Series brochure were printed as part of a national marketing campaign to present the ICA's participatory methods to an ever-widening audience. Over 2000 people participated in more than 130 courses.
- The first year of a four year training contract with the National Network of Runaway and Youth Services for "community youth development" also resulted in six spin-off contracts and 13 new provisional trainers for the ICA's National Faculty.
- Funding for training in the ICA's community development skills led to collaborations with the Nueva Maravilla Housing Project in East Los Angeles, the Arizona Department of Health Services for primary health care in rural communities and neighborhood leadership training in Tucson.
- A pilot Fast-Track Trainer program resulted in two new trainers and a number of interested candidates for 1995.
- The Denver ICA team taught *Imaginal Education* to 76 public school teachers, obtained an Eisenhower grant to teach the course to 40 math and science teachers and received accreditation from the University of Colorado to market the courses.
- Twelve ICA members from the western United States formed the largest foreign contingent at the biennial ICA International conference in India.
- San Francisco Field Office rep Beret Griffith, spent three weeks in Portugal training local staff in the ICA's facilitation and presentation skills under a grant from the European Union.
- Articles attesting to the power of *ToP* methods in communities and organizations were published in four professional journals and formed a number of chapters in the new book, *Government Works*.
- ICA accelerated down the information superhighway with the addition of two new *Econet* conferences and by putting on-line the newsletter, *Initiatives*.
- The San Diego Field Office facilitated 13 community events focused on topics ranging from housing for the homeless to the death penalty.
- The first year of intensive work along the USA-Mexico border created four active community improvement associations in Spanish-speaking neighborhoods.
- Sales of books and workbooks reached \$40,000, a 60% increase over 1993.

Our Valued Resources: People, Time & Money

The ICA's economic audit for the year cannot be restricted to spread sheets and bank balances alone. Although these are critical, they represent only part of the total input and output of the organization. The ICA depends heavily on many people who donate their time and skills to further its purpose and mission. The third pie chart reflects this vital contribution. These figures represent the ICA's operational money in the western United States. A national audited statement is available upon request.

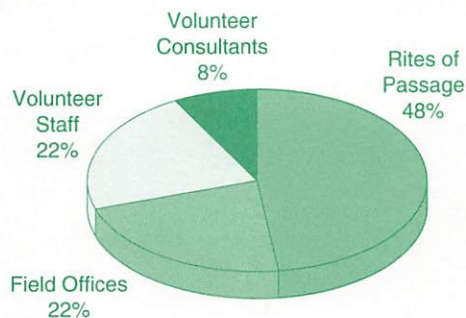
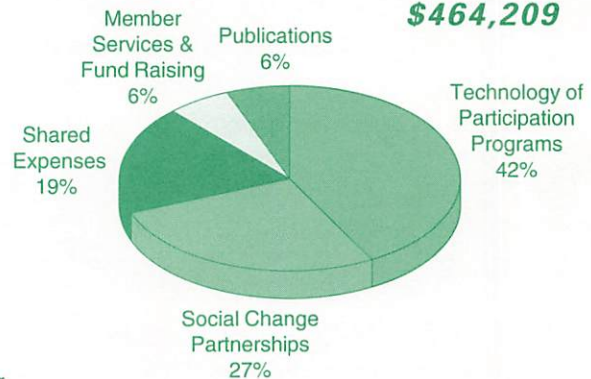
Income

\$437,391



Expenses

\$464,209



Contributed Services

\$188,020

1994 Staff

Social Change Partnerships	Raul Jorquera John Oyler Angelica Rodriguez Linda Vogelsong-Wayne Jim Wiegel
ToP Institute (Northwest)	Dorothea Jewell Gordon Harper
ToP Institute (Southwest)	Pat Bried Marilyn Oyler Linda Vogelsong-Wayne
Member Services	Louise Albright Shirley Heckman Jim Jewell
Publications	John Burbidge Marie Halvorson Tara Ruiz Nan Hammett Trish Ryan
Office Manager (Phoenix)	
Office Assistant (Phoenix)	
Office Assistant (Seattle)	
Intern	

1994 Field Offices

Albuquerque	Tim Karpoff
Denver	Jean Smith
Eugene	Richard & Kate Guske
Houston	Susan Wegner
New Orleans	Jean Watts
Salem	Judy Weddle
San Diego	John Adam
San Francisco	Beret Griffith
Songaia	Stan Crow

... and over 600 members!

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