

REGIONAL DIALOGUE ONE:

*to Examine the Issues and
Search for Coordinated Solutions.*

CONFERENCE DOCUMENT

April 30 - May 10, 1981

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**"The key to the future is raising
human consciousness through
neighborhood grassroots projects
with indigenous leaders."**

Social Center Director, Houston

INTRODUCTION

REGIONAL DIALOGUE ONE: A Southern Texas Conference on Human Development in the 80's was conducted over a 10 week period beginning in March and concluding on May 10th, 1981. Participants came from the four sectors of society--the private, public, local and voluntary. Over 550 people participated in the Dialogue.

The intent of the conference was to build consensus on the future directions of society in southern Texas. The conference examined depth issues, created mandates for our future and concluded with specific program recommendations.

The conference also provided an opportunity to build networks and alliances to accomplish common objectives. It allowed a new perspective to emerge regarding the variety of efforts already being made to make our region a more human place to live and work.

The results of the conference are dedicated to anyone concerned about our future here in southern Texas.

The conference consisted of four parts:

- ** The Pre-Conference Interviews gathered various perspectives on changes, issues, social pain and sources of positive change.
- ** The two-day Symposium analyzed the current situation, examined the depth issues, and stated the mandates for human development in the region.
- ** The five-day Field Research clarified the mandates and their possible implementation through visits with people from the four sectors across the entire region.
- ** The two-day Assembly outlined a four year plan for strategic action and named the practical means for implementation across the region.

"Yes, we must tighten our belts in the 80's but not decrease human involvement in communities. We have to prioritize and go to neighbors, business associates, friends and the local community." Businessman, Houston

THE REGIONAL SYMPOSIUM

The Regional Symposium was held April 30 and May 1, 1981 at Texas Southern University, Houston. During the Symposium the participants engaged in dialogue with guest panelists and met in a series of workshops each concluding with plenary sessions. Participants named and described eight underlying issues and fourteen mandates related to human development in the 80's.

The Symposium used a variety of approaches to enable participants to gain distance from immediate pressures and concerns to make more comprehensive judgments about the future of the southern Texas region. The opening session involved the group in constructing a 160 year timeline from 1900 to 2060. This allowed objectification of the group's perception of the fundamental social trends. This work provided a backdrop for working in teams to discern basic issues related to human development in the decade of the 80's. These issues were then plotted on a model of the social process which helped reveal underlying configurations of current issues across the region. The remainder of the Symposium was devoted to articulating a set of historical mandates facing the region. The Symposium closed with a time to reflect on the implications of these mandates for each of the four sectors.

"If someone says you can't do it that way, you know you're on the right track--and you have the right person."

Community Leader, Houston

ISSUES FACING SOUTHERN TEXAS

1. UNEQUAL DELIVERY OF BASIC SERVICES

Current priorities and delivery systems for meeting social needs are no longer effective because of the extraordinary population growth and the escalation of costs. Related issues include inadequate funding for public transportation, a tax structure that is disrelated from actual population needs, discontinuance of certain public services without provision of an alternative, elders on fixed incomes, and availability of day care, education, health care and housing for those in need.

2. GROWING POPULATION WHO LACK MARKETABLE SKILLS

Many people are without jobs, while there are many jobs without people to fill them. Related issues include the rapid influx of unskilled, semi-literate workers, an accelerating demand for technological skills, the gap between current educational programs and market demand, lack of motivation and high-school dropout rate.

3. EXCLUSIVE RATHER THAN INCLUSIVE PLANNING

There is no system of planning which ensures the participation of the whole constituency. This applies at the local, metropolitan, regional and state levels. Related issues include political ignorance on the part of many local citizens, dominance of economic self-interest groups, lack of an integrated planning process, especially in light of the rapid population growth.

4. IMBALANCE OF VALUES: THE "ME" SOCIETY

In a region which has experienced rapid urbanization and unprecedented mobility and growth, people have experienced that traditional group values have collapsed. One of the consequences has been a focus on gratification of self to the exclusion of community and society. Related issues include excessive energy use, polarization of ethnic groups and lost sense of "the community's good." It is also seen in the excessive use of drugs and a lost sense of the final meaning of life.

5. KEEPING TEXAS HABITABLE

The pressures of limited resources are forcing society to deal with the issue of the right of all humans to a healthy environment. This includes air and water pollution, adequate sewage systems, flood control, land use and the conservative use of all natural and human resources.

6. ABDICATION OF EDUCATION

Education/learning is not seen as a life-long journey for which all of society is responsible. Schools have been delegated total responsibility without adequate support from families, communities and the private and public sectors. Related issues include the high illiteracy rate, motivation to learn not being stimulated in the home, discouragement among professional educators, and the gap between skills required by the current economic market and the training being provided.

7. FRAGMENTATION OF THE FAMILY

The shift from an agrarian to an urban society has resulted in uprooting traditional family/extended family images and roles. There is confusion over delegation of responsibilities between the family and society. Related issues include child abuse, youth living without a sense of stability, isolation of elders, adequate child care for single parent families and families with both parents working, and the role of the neighborhood in caring for families.

8. CULTURAL TENSION AND POLARIZATION

The population in southern Texas represents wide ethnic and cultural diversity. Currently, the major modes of relating to other ethnic groups is adversarial rather than cooperative. Related issues include the debate over bilingual education, discriminatory employment and housing patterns, the hard-core poverty cycle being primarily with non-white ethnic groups, and competition between "minority" groups.

"The most basic issue is
human development..
the key is social engineers."

Governmental Agency Director

**MANDATES FOR HUMAN DEVELOPMENT
in the 80's in Southern Texas**

<p>ensuring</p> <p>ECONOMIC SELF- RELIANCE</p>	<p>creating</p> <p>COMPREHENSIVE SOCIAL HEALTH</p>	<p>developing</p> <p>INDIVIDUAL AND COMMUNITY STRENGTH</p>	<p>delivering</p> <p>BASIC HUMAN SERVICES</p>	<p>providing</p> <p>EFFECTIVE REGIONAL MANAGEMENT</p>
<p>Job Opportunities For All</p>	<p>Multi- Cultural Cooperation</p>	<p>Your Community Needs You</p>	<p>Equitable Systems of Justice & Liberty</p>	<p>Every Body Plan</p>
	<p>Mental & Social Health</p>	<p>Twenty-first Century Volunteers</p>	<p>Human Services Distribution</p>	
<p>Regional Economic Diversification</p>	<p>Broadened Church Participation</p>	<p>Responsible Effective Leaders</p>	<p>Practical Quality Education</p>	<p>Human Environment Protection</p>
		<p>Citizens of the Future</p>		

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MANDATES FOR HUMAN DEVELOPMENT
IN SOUTHERN TEXAS IN THE '80S

Human Development in the 80's requires:

Ensuring ECONOMIC SELF-RELIANCE through

Job Opportunities for All Encourage cooperation between the public and private sectors to provide training that equips people with the skills needed to qualify for the economic opportunities available.

Regional Economic Diversification Wider diversity in business and industry to provide a stronger economic base for cities and towns, particularly in rural areas.

Creating COMPREHENSIVE SOCIAL HEALTH through

Multi-Cultural Cooperation Invent social forms which integrate, without homogenizing, the wide diversity and gifts of cultural heritages represented in residents of southern Texas.

Mental and Social Health Increased availability of services which give attention to care for self-development, creative participation in family, community and social life.

Church Participation Broadened participation of religious organizations in local community life as well as regionally.

Developing INDIVIDUAL AND COMMUNITY STRENGTH through

Your Community Needs You Conscious involvement of people at the grassroots level in the process of identifying their own community's needs and organizing to implement solutions.

21st Century Volunteers Promotion, training and formation of volunteers across southern Texas who see themselves as the social engineers for the future.

Responsible, Effective Leaders Expansion of leadership at local, county and state levels who are sensitive and responsive to the total community's needs.

Citizens of the Future Development of selfhood in children and youth, and strengthening of the family, to prepare responsible leadership for the 21st century.

Delivering BASIC SERVICES through

Equitable Systems of Justice and Liberty Increased protection of civil rights for all residents of southern Texas, including crime prevention, uniformity of laws, political freedoms and citizenship rights.

Human Services Distribution Distribution of basic human services involving all sectors of society in providing, as well as receiving, those services.

Practical Quality Education Expansion of on-going practical educational opportunities for self-development, effective community participation and economic self-sufficiency for children and adults.

Providing EFFECTIVE REGIONAL MANAGEMENT through

Everybody Plan Planning take place at the lowest level appropriate for given issues, to ensure that every segment of society who will be effected by the results participate in the decision.

Environment Conservation Utilization of technology which will provide needed services while conserving natural resources.

Part Two:

THE REGIONAL FIELD RESEARCH

From May 3 to May 8, 1981, teams traveled across Southern Texas to do field research. Sixteen people working in Houston, Beaumont, Austin, San Antonio, Brownsville and Corpus Christi visited 265 people, conducting interviews with individuals and groups. 42% of those interviewed were under 40 years old, 53% were in the 40-60 range, and the remaining 5% were over 60. 62% of those interviewed were male, 38% female. 28% of those interviewed represented the public sector, 14% the private, 44% the voluntary and 14% the local sector. Forty-one different vocations were represented by those interviewed.

The Field Research involved six teams of people traveling across the region to look at the work of the Symposium in light of what was actually happening in the region. By visiting people in urban and rural areas the teams found practical illustrations of the issues and mandates. Interviews with local residents, government officials and business people provided a broad perspective for naming new directions open to the Southern Texas region. Referrals to new contacts related to particular mandates provided access to various networks in the region. Group meetings provided an opportunity to report the work of the Symposium to a broader audience and team reflections distilled the research of the week into brief reports of learnings and recommended directions in the region.

The Field Research teams reported 59 distinct advantages for human development that will provide a climate for the region to deal with its mandates. These advantages also suggested possible future directions to the research teams which are distilled on the following page.

"I don't think it will be 'leaders' that do significant things. I think it is going to be the 'little people'."

Community leader, Austin

SUGGESTED FOUR YEAR DIRECTIONS

1. In the next four years, the implementation of one or more demonstration projects showing new methods of making positive alterations in self-images of youth would encourage other innovative efforts to diminish the problems of disadvantaged youth and children.
2. In the next four years, the demonstration of a new process of conciliatory negotiation would promote creative resolutions to the several arenas of injustice in our region.
3. In the next four years, a documentable increase in the number of indigenous local planning groups would empower local communities to find solutions to their own problems.
4. In the next four years, a signal university/community partnership in human community development would activate maximum use of university resources for human development in local communities.
5. In the next four years, the developing and sustaining of volunteer leadership cores would build a self-conscious network in service to human development.
6. In the next four years, the communication of stories of communities on the move would develop a new awareness of hope across the region.
7. In the next four years, the creation of a Global Women's Service Corps in several metropolitan areas would create linkages between women in the Houston region and other parts of the world as a sign to other social groups of positive global inter-relatedness.
8. In the next four years, the creation of several demonstration projects in human development, supported by all four sectors, would catalyze and support self-help strategies and other efforts in the region.

Part Three:

THE PLANNING ASSEMBLY

On May 9 and 10, 1981 twenty people gathered for the third part of the Conference, the Planning Assembly held in San Antonio, Texas. People who participated in the Symposium and the Field Research were joined by others to interpret the findings of the field research teams in the light of the issues and mandates of 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 involved hearing reports from each of the six field research teams and reflecting on implications for action. The Assembly created lists of actions required to implement recommended intents and organized them into fifteen components or strategic directions for the next four years. The Assembly participants recommended practical ways these components could be implemented across the region. These implementing steps were coordinated to give a common thrust for the next four years across the region. The decisions of the Assembly are held in the strategic components and in the four year phasing of activities on the following pages.

**"The key to our future is unity
and planning across the Valley."**

Businessman, Harlingen

REGIONAL DIALOGUE ONE

STRATEGIC COMPONENTS OF HUMAN DEVELOPMENT

May 9-10, 1981

Planning Assembly

in the Houston Region

San Antonio, Texas

toward ACCELERATING COMMUNITY MOMENTUM		toward BROADENING	toward EXPANDED SUPPORT SERVICES	
LOCAL ACTION MOTIVATION	PUBLIC IMAGE CREATION	HUMAN DEVELOPMENT INVOLVEMENT	EXPANDED EFFECTIVE INTERCHANGE	FOCUSED STRUCTURAL ENGAGEMENT
1 COMMUNITY INITIATIVE toward motivating resident involvement	5 COMMUNICATION NETWORK toward ongoing information exchange	7 VOLUNTEER ENLISTMENT toward forming a volunteer corps	10 EXCHANGE PROGRAMS toward sharing leadership expertise	12 TASKFORCE FORMATION toward enabling group cooperation
2 DEPTH PLANNING toward creating foundational consensus		8 LEADERSHIP DEVELOPMENT toward forming community cores		13 STRATEGIC PLANNING toward developing coordinated actions
3 ACTION PROGRAMS toward effective community actions	6 MEDIA RELATIONS toward developing positive publicity	9 CHILDREN AND YOUTH toward focusing on community service	11 EXTENDED EDUCATION toward engaging education structures	14 MULTI-SECTOR PARTNERSHIP toward effective self-help support
4 COMMUNITY ACHIEVEMENT toward recording development progress		15 METHODS TRAINING toward providing motivational methods		

THE STRATEGIC COMPONENTS

The participants in the Planning Assembly recommended the following four year programs toward

ACCELERATING COMMUNITY MOMENTUM

This includes Local Action Motivation which involves:

1. Encouraging Community Initiatives by forming small groups in local communities to spark a broad involvement of the community in making significant efforts in developing their human/social/economic potential. This is necessary because communities are often trapped in difficult, complex, immobilizing contradictions without effective plans or momentum to deal with them. This will involve:
 - ** Organizing a core of residents who will coordinate the human development initiatives in their community.
 - ** Facilitating symbolic events which celebrate the unique history and makeup of their community.
 - ** Conducting workdays to clean-up, fix-up public spaces.
 - ** Creating community symbols, songs, logos and history through community workshops and contests.
2. Conducting Depth Planning in local communities to enable residents to discern foundational issues and develop effective actions by using participatory methods. This is necessary because complex issues require depth, corporate analysis and action planning by the people who share the pain of the problems. This will involve:
 - ** Identifying geographical boundaries to help local residents focus their efforts on a workable sized neighborhood.
 - ** Extending training in depth analysis and planning to local community leaders.
 - ** Conducting forums in local communities to identify issues and build practical plans.
 - ** Soliciting community residents' involvement in joint efforts designed to solve the depth issues.
3. Developing Action Programs by each community to activate a comprehensive community self-help program aimed at the depth issues. This is necessary because communities are often disorganized in their efforts at problem solving. This will involve:
 - ** Forming task forces to investigate options, to be considered by the entire group in deciding its most effective strategy.
 - ** Activating task forces to implement the larger groups consensed strategies, reporting back their victories and next steps.
 - ** Assisting public agencies and religious groups to develop effective self-help thrusts in local communities.
 - ** Inviting resource groups to participate in planning the local application of their resources.

4. Sharing Community Achievements to broadcast the victories and struggles of locally initiated human development efforts. This is necessary because many people do not believe in their own power to transform their neighborhoods and communities. This will involve:

- ** Creating publicity guidelines to help communities report newsworthy activities.
- ** Training residents in the skills of observing, recording and writing significant local stories.
- ** Conducting documentation laboratories to help tell the full story of a community's journey and how it was accomplished.
- ** Creating visual displays of the story of how communities started, sustained themselves and won at human development initiatives.

This also includes Public Image Creation

5. Forming a Communications Network to exchange stories of effective, positive work by groups who are improving the quality of life in their work places and in their neighborhoods. This is necessary because stories of success can awaken those who choose to think is impossible to make significant improvements in their local situations. This will involve:

- ** Encouraging communities to publish a bi-weekly or monthly newsletter for local distribution and for regional exchange.
- ** Establishing an exchange of local newsletters and information on projects in human development.
- ** Creating a regional publication to distribute key information and stories to individuals, communities and working groups.
- ** Establishing a mailing list of concerned parties by which to distribute the newsletters.

6. Developing Positive Media Relations to encourage a sensitive response by the various public media toward local development efforts. This is necessary because of frequent despair over many people not seeing how to make a difference in seemingly impossible situations. This will involve:

- ** Cultivating concerned media personnel to include more positive stories of locally initiated solutions and creative institutional changes.
- ** Submitting a regular supply of stories of victories and significant changes from local work-place and local community reporters.
- ** Inviting various media to cover forthcoming events on a regular basis.
- ** Launching a campaign to obtain regular, in-depth media coverage of significant efforts in human development.

BROADENED HUMAN DEVELOPMENT INVOLVEMENT

This includes:

7. Enlisting a Volunteer Corps by activating a new wave of volunteers across the region. This is necessary because local problems will increasingly become the responsibility of local volunteers instead of government agencies. This will involve:

- ** Promoting inclusive enlistment from all segments of communities involving all ages, ethnic groups and economic levels.
- ** Providing volunteer orientation programs for all interested groups and individuals.
- ** Encouraging increased assignments by corporations of their personnel to volunteer programs.
- ** Conducting local forums to involve a broad base of residents and workers in developing locally initiated, solution oriented actions.

8. Developing Local Leadership by forming cores of trained community volunteer leaders across the region. This is necessary because there is a growing need for skills in organizing community efforts to solve local problems. This will involve:

- ** Developing training programs in methods of effective local analysis, planning and action.
- ** Providing leadership training to individuals and groups in the region.
- ** Engaging existing groups from each sector in action plans to help solve local problems.
- ** Encouraging the broad involvement of local leaders in dealing with solutions beyond the local level.

9. Involving Youth and Children by focusing their energies on discerning community needs and designing programs to meet these needs. This is necessary because youth and children form a powerful force which needs a significant responsibility in the total life of society, especially in the neighborhood where they live and go to school. This will involve:

- ** Encouraging public schools and universities to develop projects in communities for learning, service and for which credit is given.
- ** Involving religious groups to assist in developing traditional and non-traditional approaches for working with disadvantaged youth and children.
- ** Designing a challenging, innovative curriculum with emphasis on the family, citizenship and community service.
- ** Expanding day care programs sponsored by local businesses to all residents and involve the centers in serious training of the children and parenting sessions for youth and adults.

EXPANDED SUPPORT SERVICES

This includes Expanded, Effective Interchange

10. Initiating Exchange Programs by establishing structures for regular exchange of leadership and expertise with others who have greater need for such assistance. This is necessary because people and communities learn best by direct communication with others who have solved similar problems. This will involve:

- ** Establishing partnership programs between communities/institutions within the region and in other parts of the globe.
- ** Mobilizing groups and individuals to enter an exchange program with these communities.
- ** Conducting fund raising events to support this exchange program.
- ** Recruiting teams with expertise to meet specific needs in other places.

11. Extending Educational Resources by engaging academic institutions in practical care for local communities. This is necessary because educational institutions often need to focus their pool of expertise on community development and likewise communities are often in great need of their services. This will involve:

- ** Conducting joint planning between universities and communities to facilitate needs and resource identification.
- ** Packaging practical expertise to make it available to specific local needs.
- ** Designing innovative educational programs to train local leadership.
- ** Deploying students and classes to work projects in local communities.

This also includes Focused Structural Engagement

12. Accelerating Strategic Planning by establishing appropriate planning vehicles for developing coordinated actions at all levels. This is necessary because broad experience is required to develop practical winning models to solve complex problems. This will involve:

- ** Holding DIALOGUE ONE planning conferences in metropolitan areas across the region.
- ** Conducting other REGIONAL DIALOGUES periodically to rethink mandates and strategies.
- ** Supporting global assemblies on human development to build globally coordinated efforts.
- ** Establishing a regional team to coordinate human development efforts both within and beyond the region.

13. Facilitating Multisector Partnerships towards gaining new levels of support for local human development programs by the private, public and volunteer sectors. This is necessary because coordinated action is required for effective use of limited resources. This will involve:

- ** Involving representatives from the four sectors in creating a pioneering statement on the new edge of human development for each sector.
- ** Holding strategy sessions with companies, agencies and groups to develop improved programs of human development for their implementation.
- ** Catalyzing pilot projects that demonstrate powerful multisector cooperation.
- ** Forming a regional multisector team to assist in accelerating development efforts across the region.

14. Extending Methods Training by providing motivational tools and methods across the region. This is necessary to empower the four sectors to engage effectively in a coordinated human development effort. This will involve:

- ** Marketing LENS (Leadership Effectiveness and New Strategies) to all sectors as an innovative planning and action process.
- ** Extending Imaginal Education training to schools and universities.
- ** Offering designed consulting services to all sectors to catalyze more effective training and planning programs within each sector.
- ** Training a large regional faculty to make human development methods more readily available across the region.

15. Forming Strategic Working Teams to enable groups to work together in solving specific local problems and broader regionwide problems. This is necessary because complexity requires coordinated planning and action.

- ** Researching existing groups to discern unmet needs, overlapping activities and uncoordinated efforts.
- ** Creating a regional team to coordinate local efforts in human development when and where it is needed.
- ** Organizing special focus, short term task forces for single issue action.
- ** Forming effective coalitions to encourage local and regional efforts when necessary.

REGIONAL DIALOGUE ONE

FOUR YEAR DESIGN

May 9-10, 1981

Planning Assembly

WORKING DRAFT

San Antonio, Texas

THRUSTS	1981-82	1982-83	1983-84	1984-85	OBJECTIVES
SIX FLAGS OVER TEXAS (intensive)	PROJECTS SELECTION	PROJECTS INITIATION	KEYSTONE BREAKTHROUGHS	PROJECTS EXPANSION & DOCUMENTATION	SIX HUMAN DEVELOPMENT SIGNALS
3M CAMPAIGN (extensive)	DESIGN CONSULTING BLITZ	HUMAN DEVELOPMENT TRAINING MODULES	MULTI-SECTOR IN-HOUSE CONSULTS	MULTI-SECTOR TRAINING GUILDS PER METRO	MOBILE METHODS GUILDS MODULES
MULTI-SECTOR COALITION (flanking)	REGIONAL MULTI-SECTOR TASKFORCE	HUMAN DEVELOPMENT PATRONS DINNER	MULTI-SECTOR PROBLEM SOLVING TEAMS	SIX METRO TASKFORCES/PATRONS DINNERS	METRO HUMAN DEVELOPMENT COALITIONS
MOBILIZED VOLUNTARY CORPS (symbolic)	METRO DIALOGUE CONFERENCES	VOLUNTEER RECRUITMENT BLITZ	GLOBAL EXCHANGE PROGRAM	EXPERT TEAMS DEPLOYED	VOLUNTEER CORPS/POLIS

PARTICIPANTS
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