

THE HOLLIS CIVIC PROFILE

PROJECT DESCRIPTION

The Civic Profile is a process by which communities take stock of where they are today and develop an action plan for how they want to operate in the future. Whether the issue is a quality school system, an air pollution problem, lack of adequate affordable housing or solid waste disposal, the need for effective problem-solving skills is the same. A community must have strong leaders, from all sectors, who are able to work together with informed involved citizens to reach agreement on issues. The Civic Profile assists communities to develop their problem-solving ability. It is a self-evaluation tool that draws heavily on the collective wisdom of the participants and is not a test or a comparison between communities. It provides a method for citizens to affirm community strengths, identify concerns and problems, and then to help a community structure collaborative approaches to meet these challenges creatively, set directions for the future, and manage change.

The National Civic League, along with several university studies have identified those qualities that make a community work - that help communities plan for the future and survive such dramatic change as extreme population growth, plant shut-downs or military base closings. These qualities make up the ten components of the Civic Profile and are the "tools" of the community self-assessment:

Community Information Sharing: Getting the right information to people who need it so they can make better decisions for themselves and for their communities.

Community Vision and Pride: Developing a positive self-image around what makes a community special and unique and taking proactive steps to keep it that way.

Civic Education: Doing all that is possible to help a community's citizens "learn the ropes" so that they can contribute to the life of the community.

Citizen Participation: Developing opportunities for people to volunteer for important work in visible, active ways, and making their entry an easy one.

Community Leadership: Ensuring the on-going development of active business, non-profit, and governmental leadership that is results-oriented, looks to the future, and takes appropriate risks.

Cooperation and Consensus Building: Designing ways and forums for sharing ideas, opinions, hopes, and fears in collaborative atmospheres, attempting to achieve common goals, and when there is a disagreement, to discover ways to resolve it.

Regional Cooperation: Working toward region-wide policies and programs to deal with problems and challenges facing a community and its neighbors by crossing traditional boundaries to offer and seek cooperation.

Intergroup Relations: Promoting communication among diverse community groups to form coalitions, understand different views, discover ways to resolve conflicts, and to prevent unnecessary escalation.

Volunteerism and Philanthropy: Creating opportunities and an atmosphere for individuals, groups, and organizations to give to the community in time, knowledge and skills, and dollars, and to honor one another for our contributions.

Government Performance: Seeking the best from government in effectiveness, efficiency, responsiveness, accountability, fairness, and creativity.

To assist cities and towns to strengthen their Civic Infrastructure--those skills, institutions and systems that communities use to solve problems, govern themselves and decide their futures-- the Governors' Commission on New Hampshire in the 21st Century adapted a program from the National Civic League for use in New Hampshire, which they called the Granite State Civic Profile. This was the model that was adapted by University of New Hampshire Cooperative Extension for use in Hollis.

SPECIFIC GOALS AND OBJECTIVES FOR HOLLIS:

The Hollis process began when the Hollis Selectmen, after a presentation by UNH Cooperative Extension, decided to undertake a Civic Profile. The Board of Selectmen identified a core group of interested citizens who would be the Civic Profile Steering Committee. The committee identified six goals that they hoped to achieve through the Hollis Civic Profile. They were to:

- Develop a fundamental community consensus around a shared vision for the future of Hollis that can be built upon by other groups.
- Achieve greater effectiveness in conducting business in a more cooperative and collaborative fashion.
- Invite active participation in the community from those not currently involved in order to enfranchise a broader range of citizens and to expand the leadership pool.
- Learn to share information in more effective and productive ways to facilitate the decision-making process.
- Develop more effective ways to coordinate with various groups working within Hollis so that our efforts complement each other.
- Achieve a renewed spirit and sense of community in Hollis.

From the Civic Profile itself, the Committee expected that other goals for the community would likely be identified.

PARTICIPANT RECRUITMENT

From the very beginning of the process, the Steering Committee decided to include the broadest cross-section of the community as possible in the Civic Profile. In addition to current community leadership, an effort was made to include people who don't usually participate, community activists, and those people in the community who could/prevent action on the recommendations. No group or individual was excluded from consideration as a potential participant. It was to be an inclusive, rather than an exclusive process. The Steering Committee identified over 400 individuals who would be contacted directly to participate in the Civic Profile.

The Steering Committee then went through all of the names to try to guarantee that balance was achieved. Again special attention was paid to those people who do not usually participate. Letters were sent to each person on the list. Out of the 400 invitations that were mailed out, over 120 indicated that they would attend the forum. Two weeks before the Profile, reminder notices were sent out to the attendees. This notice not only reminded the participants about the meeting but it also told them what they were to bring to the pot-luck supper on Friday evening.

THE PROCESS

Participants met for two sessions, Friday evening May 3rd and all day Saturday May 4th 1996 to discuss New Hollis' Civic Infrastructure. The Profile began with team building and an over-view of the entire forum. The participants developed a mosaic of what Hollis is like now and a vision of what they would like Hollis to be in the future. The participants then went into randomly selected small groups of approximately 10 people each, which were led by facilitators from the community and Cooperative Extension, who had been previously trained to lead the small group discussions. Each of the ten groups discussed one of the ten (10) components of the Civic Profile. For each component, the group was asked to evaluate two questions:

How is Hollis doing now?

What should Hollis be doing in the future?

After reaching consensus on the 5-7 most important points identified by the group, the small group facilitators reported their findings to the entire group and the other participants had the opportunity to comment on the reports. Key Civic Issues emerged as common themes.

Next, the participants split into small groups, based on their individual interests, to develop recommendations on methods to implement potential solutions to the Key Civic Issues. Each group was asked to define the following:

Critical steps to implementation

Resources needed

Principal leadership (group or individual)

Potential obstacles with potential strategies to overcome them

Timeline for implementation

Action step coordinator

At the conclusion of the second day's work, each small group reported their findings and recommendations to the entire group. Task groups formed to begin developing an implementation follow up plan of work for each issue.

HOLLIS MOSAIC

The first large group session addressed the questions: What is Hollis like now and What do we want Hollis to be in the future?

WHAT IS HOLLIS LIKE NOW?

- * Olio (a mixture)
- * A bedroom community
- * A rural/agricultural area
- * Microcosm of the country
- * Good quality of life
- * A growing community
- * An affluent community
- * Home
- * A community of vision
- * A community of history
- * A community of clean water
- * Home of Beaver Brook
- * Friendly place to live
- * Place of homes and woods
- * Community of volunteers
- * Fiscally stressed
- * Equine friendly
- * A safe place
- * Lots of turkeys (real)
- * Part of the Mackintosh belt
- * Located on the largest fault in New England
- * A caring community
- * North/South-East/West corridor
- * Home of four newspapers
- * An island of rural character under impact
- * Wells and septic tanks
- * A place to come to realize dreams
- * Growth and values carefully thought out early on
- * A place where children can't stay because of taxes
- * Elderly can't stay because of taxes
- * Broken farms
- * A place where people protect scenic roads
- * A place where the past is preserved
- * Undeveloped property that may be developed
- * Willing corps of volunteers
- * A place where flea markets and bicycles cause traffic problems
- * High value for competitive education
- * The community takes pride in education
- * Home of seven manufacturing companies
- * Home of 250 home businesses
- * A community that needs to realize that pedestrians and cyclists need space
- * Home of several software companies that serve the global market
- * A place where many photos are taken of the town center
- * A community in transition

- * A sanctuary from the hectic pace of work
- * Good geographical location near city ocean and mountains
- * Fifteen minutes in any direction to many malls
- * One of three towns in New Hampshire that has a Web site
- * Conservation minded community
- * Future home of Dunkin Donuts
- * Town of many organizations
- * Town of one traffic light
- * No satellite shopping malls
- * A community where banks change their names annually
- * Far too many road signs
- * Hollis has a friendly dump
- * Still hold town meeting

WHAT DO WE WANT HOLLIS TO BE IN THE FUTURE?

- * Fast food free
- * Keep the friendly dump
- * An equal balance of development and nature
- * Keep the farms
- * Safe for cyclists and pedestrians
- * Equine friendly
- * Canine friendly
- * Minimize development
- * Organizations that work together cooperatively
- * A community with outstanding schools
- * More inter-generational activities
- * Retain unique character
- * A place to raise children
- * Finish the Hollis greenway
- * Maintain the high quality of water
- * Litter free
- * Reduce traffic and commuter impact
- * Underground utilities
- * Reasonable elderly housing
- * Maintain affordability
- * Strong sense of community
- * Maintain the town center as a nucleus of activity
- * A place where individuality is respected
- * Affordable housing for young people
- * Preserve the historic district
- * Incentives to protect vistas and open space
- * Preserve historic buildings and landmarks
- * Protect wetlands
- * Waterfowl friendly
- * Restore the roadside trees
- * Government of high integrity
- * Pride in the schools
- * Pride in the community
- * Celebrate and value religious and racial differences

- * Expand educational and intellectual activities for the elderly
- * Top notch library
- * No high rises
- * No hunting on Sunday
- * Build a space for the performing arts
- * Teen center
- * Leadership development training
- * A model for other communities
- * Water district for town center
- * Continued volunteerism
- * A community that nourishes and supports individual capacity

THE TEN COMPONENTS

After the full group did the mosaic of Hollis now and in the future, they divided into ten small groups to address the ten components of a successful community. Each group had been asked to address two questions: How is Hollis doing now and what should Hollis be doing in the future? On Saturday morning, the full group heard the reports of the ten small working groups who addressed the ten components of a successful community. The following is an outline of those group discussions:

REGIONAL COOPERATION:

HOW IS HOLLIS DOING NOW?

- * As individuals we are living a regional life now: shopping, working, educating, and volunteering.
- * We participate in Nashua Regional Planning Commission.
- * We are part of a regional landfill.
- * We are part of a regional school.
- * Non-government community groups participate regionally (church, youth, culture etc.).

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * Create greater social service umbrella.
- * Coordinate of non-social, governmental and other information. This exchange of information must be balanced.
- * Promote more educational opportunities by sharing with adjoining schools.
- * Provide community infrastructure to maintain positive growth.
- * Take advantage of regional services as they relate to:
 - Elderly / seniors
 - Transportation
 - Natural resources and environment

CITIZEN PARTICIPATION:

HOW IS HOLLIS DOING NOW?

- * There is a lack of a large pool of volunteers.
- * There is a need to create an interest in serving.
- * There is a shift in mind-set from volunteerism to purchasing outside services.
- * There is inadequate communication of needs.
- * Volunteerism suffers from periodic burnout.

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * Invite newcomers to provide awareness of community needs and to introduce them to town services and organizations.
- * Hollis should consider a good citizenship and government day, an open house at the Town Hall, a video of the community, library listings, more use of channel 16, internet and the newspapers to let people know what is going on.

- * Monitor new arrivals and develop an inventory of time and talents available.
- * Polling for mind-sets on pro-volunteer or pro-purchase.
- * Develop a sensitivity to the need for flexibility, time constraints, formats and setting meeting dates.
- * Offer sabbaticals to elected officials and term limits and multi-board limitations in order to create the opportunity for others to get involved.

COMMUNITY LEADERSHIP:

HOW IS HOLLIS DOING NOW?

- * There is good quality leadership.
- * Current leadership is looking towards the future.
- * Our public leadership is cultivated by their experience on previous committees.
- * Everyone who contributes to the community is an unrecognized leader.
- * Growth is occurring through ongoing volunteer service.

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * There needs to be public recognition for private sector contributions.
- * Leaders to be risk takers with regard to: sidewalks, bike paths and foot paths.
- * Leaders should be risk takers in addressing the spirit of the law and not just the letter of the law.
- * Leadership should establish subcommittees.
- * Leaders should look for alternative and creative answers.
- * There should be leadership training and mentoring that would expand the pool of potential leaders, prevent burnout and get more participation.

VOLUNTEERISM AND PHILANTHROPY:

HOW IS HOLLIS DOING NOW?

- * There is a great deal of volunteerism which is generally appreciated by the community.
- * There are a number of philanthropic activities such as scholarships, Shepherds Fund, Deacon's Funds, etc.
- * Volunteer activity and philanthropy save money for the town.
- * Out-of-doors activities attract many volunteers.
- * In general, we do a good job in this area.

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * Disseminate more information about volunteer opportunities and identify activities which will encourage people to volunteer.
- * Improve the process recognition of volunteers to further encourage participation.
- * Provide inter-generational programs such as transportation for seniors and activities that will create a coming together of the generations.
- * Develop a calendar of community activities.

COMMUNITY VISION AND PRIDE:

HOW IS HOLLIS DOING NOW?

- * Open spaces are protected.
- * There is thoughtful planning.
- * There has been excellent governance past and present.
- * Volunteerism and community are interlinked with education and civic activities.
- * Hollis is protective of its past.
- * Good community celebrations occur.
- * There exists a sense of community.

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * Keep the elderly in town.
- * Encourage preservation of undeveloped land.
- * Protect the rural/historic nature of town and roads.
- * Continue to update the long range plan and master plan through surveys, etc.
- * Manage growth to meet long range objectives.
- * Preserve the nature of governance.
- * Continue to invest in quality education.
- * Continue to promote sense of community through volunteers and celebrations.

CMC EDUCATION:

HOW IS HOLLIS DOING NOW?

- * They are exploiting channels of communication (4 newspapers, web site, town committees etc.).
- * Schools and students have an involvement in town activities and are exposed to the basics in civics classes.
- * Tradition of volunteerism is a key part of Hollis' success in civic education.
- * Over commitment to work and family keeps people from connecting with community. This is a barrier to civic education.

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * Include civic education about town government as part of the formal school curriculum.
- * Recognize what is being done. Develop new avenues for communication.
- * Maintain a functioning town center and a facility for communication, participation, and interaction.
- * Create new opportunities for volunteerism particularly which families can fit into busy lives.

GOVERNMENT PERFORMANCE:

HOW IS HOLLIS DOING NOW?

- * Long term plans and goals are not an active part of our town government.
- * Boards are drawn into too much detail.
- * Apathy creates a need for more and broader active involvement by the electorate.

- * Demands on government exceed the time and abilities of part time volunteers.
- * The town has become a "big business" to be managed.

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * The Master Plan:
 - A. Should be a rolling/living document with annual reports and minor revisions.
 - B. Should act as a long term focus for elected officials.
 - C. Utilize questionnaire process for feedback.
- * Establish term limits for boards.
- * Involve more citizens in government:
 - A. Create sub-committees within boards to utilize more volunteers.
 - B. Create job descriptions for boards and committees and make them publicly available and visible.
 - C. Educate the community including students .
 - D. Break the board assignments into smaller pieces.
- * Adopt a full time manager so that elected officials can focus on long term planning and policy.
- * Government should feel free to be creative and innovative.
 - A. Try out new ideas.
 - B. Take risks.
 - C. Be entrepreneurial.

INTERGROUP RELATIONS:

HOW IS HOLLIS DOING NOW?

- * There is no easy way to access information about different groups in town.
- * Town is not accessible to new people.
- * There are many disparate groups: civic, social and economic. There is little interaction and communication between them.
- * When we have success with consensus on key issues we don't seem to learn from that success.
- * The selectmen are the main facilitators among civic groups.

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * Provide every home with a town pamphlet and informational booklet or a "WEB PAGE" with who, what, where info.
- * Maintain a complete calendar of events in a central location with a volunteer coordinator.
- * Take better advantage of new people as resources.
- * Solicit a larger network of people.
- * Record, review and publicize successful resolutions of conflict so that we can learn and use again.
- * Expand on facilitation in town government with an ombudsman. Consider five selectmen. Hold an annual meeting of all town committees or chairs.

COOPERATION AND CONSENSUS BUILDING:

HOW IS HOLLIS DOING NOW?

- * There is a will to find a common ground.
- * We currently have four newspapers with numerous letters to the editor.
- * Town meeting form of government is in effect.
- * The Selectmen's office is open to the public.
- * Good Ad-Hoc committees exist.
- * Community surveys are used.

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * Allow ballot and absentee balloting for those who can't stay for the entire town meeting.
- * Encourage social functions and strengthen ties between neighborhoods. Encourage activities and support inter-generational activities.
- * Use channel 16 to broadcast community issues.
- * Encourage electronic correspondence to and from town and community officials.
- * Maintain and encourage newspaper "point/counterpoint" articles.
- * Get a copy of the Masterplan to new comers and any interested party.

COMMUNITY INFORMATION SHARING:

HOW IS HOLLIS DOING NOW?

- * Information exists with some notable exceptions i.e. demographics and is available if you know where to get it.
- * Information is passed through a variety of ways and with varying degrees of efficiency, accuracy and success.
 - Interactive at the dump
 - The post office
 - Word of mouth
- * Attendance at town meetings and hearings.
- * Passive methods are the bulletin boards at the post office and library and newspapers and newsletters cable channel and internet.
- * Seek and research at the town hall and library.

WHAT SHOULD HOLLIS BE DOING IN THE FUTURE?

- * Develop, disseminate and implement a simple plan for government and school information distribution identifying active responsibility.
- * Establish an information ombudsman to direct citizens to information sources.
- * Establish a centralized community database which is user friendly, easy-to-get and organized. It must be reliable, accurate and accessible to everyone. It could include voter education, issue education, a community calendar as well as meeting agendas and minutes. It could also utilize different media such as newspapers and electronic.
- * Improve communication between boards and committees as well as consider a set form addressing issues and results.

RECOMMENDATIONS

KEY ISSUES:

On Saturday morning, after the report outs, the full group came to consensus on what were the key issues in Hollis. They identified five KEY ISSUES. They were: Planning, Senior Issues, Citizen Participation, Governance and Communication. The full group then divided up into self-selecting small groups to develop strategic plans for Hollis to address the Key Issues. The results of their efforts are as follows.

PLANNING:

Action Step Coordinator Toby Tarnow

CRITICAL STEPS TO IMPLEMENTATION:

- * More local control and self determination.
- * Coordinating the needs with the resources available.
- * Consistency between the plan and ordinances.
- * Develop a master plan developed by consensus that is used by the appropriate boards.
- * Community involvement and education that will develop a critical mass to take action.
- * Ordinances and economic incentives for the master plan future needs.
- * Keep the energy going that presently exists.

RESOURCES NEEDED:

- * Copies of the plan available.
- * Dynamic displays.
- * Media.
- * Teach in the schools.
- * Plan at meetings and the library. * A revision every five years.

PRINCIPAL LEADERSHIP:

- * Media.
- * Library.
- * Town Boards.
- * Citizens.
- * Master Plan Committee.

POTENTIAL OBSTACLES:

- * Local congestion.
- * Inability to speed read.
- * Time.
- * Cooperation.
- * Plan not available.
- * People don't understand the power of the plan.

TIMELINE:

- * As soon as possible.

SENIOR ISSUES:

CRITICAL STEPS TO IMPLEMENTATION:

Action Step Coordinator Mike Harris

- * Form a committee.
- * Research and educate issues regarding the reality of the current system and look for creative solutions globally.
- * Do a needs assessment for Hollis.
- * Develop a plan to address the issue.
- * Implement the plan.
- * Have an ongoing evaluation and feedback process.

RESOURCES NEEDED:

- * Volunteers for the committee.
- * Communication.
- * Sources of information.
- * Town government cooperation.
- * Financial resources especially land.

PRINCIPAL LEADERSHIP:

- * Representatives of all age groups.
- * Enthusiastic people and leaders.
- * Local churches and organizations.
- * Diverse resource experts.
- * Local government representatives.
- * Regional resource people.

POTENTIAL OBSTACLES:

- * Lack of realization of the problem.
- * Time (over a ten year period).
- * Acceptance of change and help.
- * Polarization of the community.

TIMELINE:

- * Present concept to Selectmen for authorization within one month.
- * Form a committee within two months.
- * Committee organizes itself by the fall.
- * Present proposal to Selectmen and budget committee by Town Meeting.

CITIZEN PARTICIPATION:

Action Step Coordinator
Steve Koon & Trudi Matthews

CRITICAL STEPS TO IMPLEMENTATION:

- * Coordinate task.
- * Collect, organize and disseminate information to new comers.
- * Take inventory of time and talent.
- * Gain involvement of school and students.
- * Inter-generational opportunities.
- * Individuals and committees to coordinate social and volunteer functions.
- * Intergroup networking and communication.

RESOURCES NEEDED:

- * Opportunities to socialize and celebrate.
- * Media.
- * People.
- * Town government, support and leadership sub-committees for volunteer coordination, and leaders for the projects.
- * Support from all officials.
- * \$\$\$\$\$\$.

PRINCIPAL LEADERSHIP:

- * Representative from civic, religious, social and school groups.
- * Board of selectmen.
- * Two to five person task force to develop framework.

POTENTIAL OBSTACLES:

- * Time.
- * Money.
- * Apathy.
- * Lack of creativity.
- * Disagreement.
- * Resistance to change.
- * No follow through.

TIMELINE:

- * Start up group/task force high school conference room Friday, May 10, 1996 at 7:30 PM.

GOVERNANCE:

Action Step Coordinator
Sandy Fibish and Dave Golden

CRITICAL STEPS TO IMPLEMENTATION:

- * Form an Ad-Hoc committee to study town government.
- * Focus on central town government.
- * Evaluate formats and structures across the continuum.
- * Educate the community on the pros and cons and findings.

RESOURCES NEEDED:

- * A committee with representatives from each board and people who offer a wide representation of views and diversity by age, geography, income, length of residency etc.
- * A champion or coordinator (Sandy and Dave).
- * Meeting location ... perhaps town hall.
- * Publicity.
- * A recorder or secretary and links to other boards.

PRINCIPAL LEADERSHIP:

- * Support from the selectmen.

POTENTIAL OBSTACLES:

- * Resistance to change.
- * Potential loss of enthusiasm by champions.
- * Funding.
- * Lack of volunteers.
- * No crisis to energize.

TIMELINE:

- * Report to Selectmen and establish committee next month.
- * Get copy of previous study from Eleanor next week.
- * Inform Nashua Regional Planning and Planning Board at their next meeting (Ann).
- * Inform Budget committee at next meeting (Lorin).
- * Inform cooperative budget committee at next meeting (Leo).
- * First committee meeting by September 15.
- * Progress report to selectmen by January 15.

COMMUNICATIONS:

Action Step Coordinator Rick Babcock

CRITICAL STEPS TO IMPLEMENTATION:

- * Information to be shared.
- * Identify sources of information.
- * Maintain information.
- * Acquire and gain access to information.
- * Distribute information.

RESOURCES NEEDED:

- * Organizations which will provide information.
- * The library is a logical focal point.
- * Information maintainer.
- * Modest equipment such as bulletin board.
- * Money.

PRINCIPAL LEADERSHIP:

- * Library.
- * Selectmen, School Board and other Boards for endorsement. * A designated coordinator.
- * Committees and HollisNet.

POTENTIAL OBSTACLES:

- * Sources for volunteers.
- * Modest amount of money.
- * Facilities perhaps homes.

TIMELINE:

- * Meeting of the Hollis Information Committee end of May. * Solicit volunteers by end of May.
- * Formalize plan by end of May.
- * First meeting May 22, 1996, 7:00 PM at the High School.

Small group participants:

Planning - Penny Turner and Joan Wood

Richard Kalin	Sherm Hoyt
Bill Crouse	June Litwin
Lynne Simonfy	Toby Tarnow
Cally Lingley	Lynn Schur
Nanci Mitchell	Jennifer Starr
Elda DiLorenzo	Ed Lehoullier
Tim Desclos	

Senior Citizens - Alice Mullen

Kathy White	Ludia Schellenberg
Peggy VanBlarigan	Paul VanBlarigan
Emily Castner	Tom Enright
Ann Rodriquez	Marcia Poulin
Mike Harris	Jim Squires
Mary Vallier-Kaplan	Morton Goulder
Kim Kellner	Dick Drisko

Citizen Participation - Carla Billingham

Tom Hildreth	Bill Matthews
Trudy Matthews	Mike Rattin
Bob Leadbetter	Bonnie Frisarc
Susan Leadbetter	Priscilla Lehoullier
Ginny Kellner	Mabel Hills
Steve Koon	Justin Rydstrom
Emilie Sommer	Eleanor Whittemore

Governance - Ben Davis

Sanford Fibish	George W. Wright
David Golden	Susan Durham
Dick Birch	Ann Caldwell
Lorin Rydstrom	Leo Lutz
Herman Feissner	

Communication - Claudia Boozer-Blasco

Dick Loveland	Bill Hoffman
Drew Kellner	Millie Bonati
Evie Lutz	Rick Babcock
Jim Kelley	Howard Bigelow

APPENDIX

PARTICIPANTS

Rick Babcock	Mrs. Golden	June Litwin	James Squires
Judy Babcock	Morton Goulder	Dick Loveland	Jan Squires
James Belanger	Claire Goulder	Robin Loveland	Jennifer Starr
Sandra Belanger	Ralph Guercio	Leo Lutz	John Swift
Richard Birch	Bonnie Guercio	Evelyn Lutz	Toby Tarnow
Nancy Birch	Mike Harris	Art Lyford	Paul VanBlarigan
Millie Bonati	Tom Hildreth	Nancy Lyford	Peggy VanBlarigan
Paula Buckle	Mabel Hills	Bill Matthews	Mary Vallier-Kaplan
David Caldwell	Bill Hoffman	Trudy Matthews	Richard Walker
Ann Caldwell	Sam Howes	Charles Mitchell	Kathy White
Emily Castner	Sue Howes	Nanci Mitchell	Norma Woods
Pat Coughlin	Sherm Hoyt	Thomas Mullin	Charlie Woods
Bill Crouse	Richard Kalin	Mrs. Mullin	George Wright
Richard Darling	Ginny Kellner	George Phillips	Robert Young
Sandra Darling	Kim Kellner	Jody Phillips	Karen Young
Tim Desclos	Bud King	Marsha Poulin	Lin Westberg
Elda DiLorenzo	Phyllis King	Michael Rattin	Elizabeth White
Candace Dochstader	Thomas Klinkow	Pearl Rideout	Frank Whittemore
Dick Drisko	Susan Klinkow	Ann Rodriquez	Eleanor Whittemore
Frank Durham	Jess Knowles	Sam Rogers	
Susan Durham	Debra Knowles	Martha Rogers	
Peter Ebner	Steve Koon	Sumner Roper	
Marcia Ebner	Jim Kelley	Sheila Roper	
Richard Eidland	Midge Kelley	Lorin Rydstrom	
Tom Enright	Bob Leadbetter	Nancy Rydstrom	
Bonnie Erickson	Susan Leadbetter	Lydia Schellenberg	
Herman Feisner	Ed Lehouller	David Schur	
Diane Feisner	Priscilla Lehouller	Lynn Schur	
Sandy Fibish	Calley Lingley	Emilie Sommer	
David Golden	Joe Litwin	Carroll Spaulding	

FACILITATORS

Carla Billingham	George Hamilton Alice	Joan Wood
Claudia Boozer-Blasco	Mullen John Nute	
Ben Davis	Penny Turner	
Paula Gregory		

STEERING COMMITTEE

Lynne Simonfy	Justin Rydstrom
Howard Bigelow	Jan Squires
Richard Drisko	Virginia Walsh
Drew Kellner	Kathy White