

## DOCUMENT RESUME

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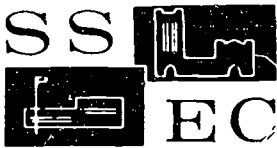
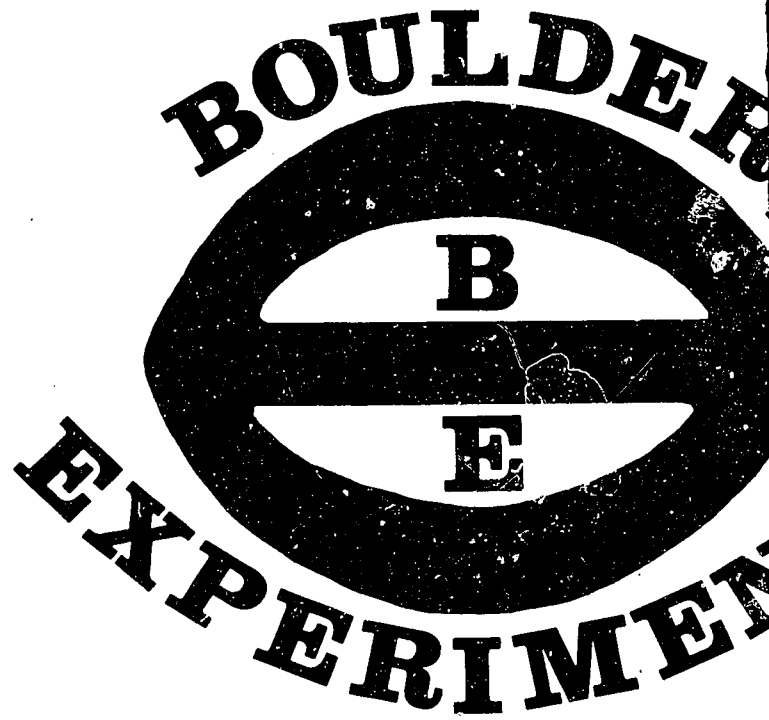
## ABSTRACT

This Scrapbook is a description of how eight 12th grade students, with help from the professional staff of the Social Science Education Consortium, planned and put on a community environmental fair in Boulder, Colorado. The Boulder Experiments Fair grew out of an environmental education project conducted by SSEC and funded by the Office of Education. The name of the entire project was the Student-Assisted Development of Materials for Environmental Social Studies (SADMESS). Divided into two groups, SADMESS worked on two major projects during their 16 months at the Consortium--a book, "Sunshine Unfolding" (SO 006 207), and the Boulder Experiments Fair. This book describes the fair from the very early brainstorming sessions to the final post-fair feedback. Some of the chapters are: Getting Organized; Getting the People; Getting Permission; Getting the Work Done; Getting it all Together; and Getting Feedback. The final report of the SADMESS project is described in SO 006 208.

(OPH)

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SCRAPBO

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**BOULDER**  
**B**  
**E**  
**EXPERIMENTS**

**SCRAPBOOK**



U.S. DEPARTMENT OF HEALTH,  
EDUCATION & WELFARE  
NATIONAL INSTITUTE OF  
EDUCATION

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ED 081707

boulder experiments scrapbook

A Description of How the Student and Professional Staff of the SADMESS\* Project Planned and Put On A Community Environmental Fair

Publication #152 of the  
Social Science Education Consortium, Inc.  
855 Broadway  
Boulder, Colorado 80302

December 1972

\*SADMESS is an acronym intended to apply to the state of the environment, not the project. If you must know, it stands for Student-Assisted Development of Materials for Environmental Social Studies.

## preface

The Boulder Experiments Fair grew out of an environmental education project conducted by the Social Science Education Consortium, Inc., and funded by the Office of Environmental Education of the U.S. Office of Education. The name of the total project was SADMESS--Student Assisted Development of Materials for Environmental and Social Science.

SADMESS took place over the period of about a year and a third, beginning in August 1971 and running through December 1972. The purpose of the project was that it was staffed by both high school students and professional educators. This led to some surprising outcomes, very different from the products of previous curriculum development projects. One of those surprising outcomes was a book called Sunshine Unfolding, which was conceived, researched, written, edited, designed, and pasted up by several of the students in the SADMESS project. (Sunshine Unfolding, SSEC publication #151, can be obtained from the SSEC for \$4.95.)

The other surprising outcome of SADMESS was, of course, the Boulder Experiments Fair and this scrapbook describing it. Several of the students did not want to write "just another set of curriculum materials." Under the influence of Bob Samples of the Environmental Studies Project (a National Science Foundation effort located in Boulder), they determined to "do something first and then write up the 'natural history' of the adventure." They hit upon the idea of putting on a gigantic community environmental fair, and then preparing some "guidelines" for other students who might want to

put on a fair or a similar event. This book contains those guidelines. We hope that you and teachers around the country will find this book not only fun reading, but a source of useful suggestions and hints that will come out of the classroom and into the community.

Many people had a hand in putting this book together, including most of the SADMESS staff. Like to single out just a few here. Janey Brunton, one of the staff, spent a great deal of her time in the fall of 1972 culling piles of notes and suggestions of the Scrapbook. Connie Brunton, with the sorting and writing stage. Karen Wiley took what was done and shaped it into a book of a reasonable and economically feasible length. The SADMESS staff read this second draft and made many helpful comments--especially Sharon Haley. Finally, Ellen Schultheis volunteered to put the illegible manuscript in good form. Well, actually, they were not--we told them it would only be a problem when in actuality it took them a great deal of paste up and letter the final draft. Persistence and patience is responsible for getting the Scrapbook out to what we hope is a very enthusiastic audience!

Irving Morrisett  
Executive Director, SSEC  
March 1973

# preface

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stage. Karen Wiley took what Janey and Connie had  
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which then had to be drastically cut to a readable  
and economically feasible length. Many of the SSEC  
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Haley. Finally, Ellen Schultheis and Janet Lanich  
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city exper

# COLORADO DAILY

## City Experiments Fair set May 12-14

Downtown Boulder will be closed to automobile traffic for the Boulder Experiments Fair to be held May 12, 13, and 14.

Exhibits "dealing with Boulder's existing social and physical environment" will be presented in the mall created by the absence of traffic on Pearl St. from Broadway to 14th St., and 13th St. from Spruce to Walnut.

One of the fair's major experiments will be a supplement to Boulder's regular bus system. The Boulder Valley Public Schools are providing 12 small school buses to be coordinated with regular bus service.

Exhibitors for the fair include: Dow Chemical, the Capital Hill Tenants Union; Evergreen Institute; the Women's Health Collective; both the Denver Olympic Committee and groups opposed to the Olympics; and the Regional Transportation District.

The fair is sponsored by a Boulder student group, SADMESS.

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city experiments

1

Fair  
set

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Page 7 — Monday, May 1, 1972 — the colorado daily

# cast of

Susan Bank  
Steve McElroy  
Allan Heltzel  
Jon Rasmussen  
Janey Brunton

Dan Bouricius  
Sheryl Wiggins  
Craig Holdrege

Irving Morrissett  
Suzanne Wiggins Helburn

Karen B. Wiley  
Regina Gray

Connie Butts

Louise Tennenbaum  
Steve Hodes  
John Rifkin

Staff of the Social  
Science Education  
Consortium  
Staff of the ERIC  
Clearinghouse for  
Social Studies/Social  
Science Education  
Students and Staff from  
the Boulder Valley  
Public Schools  
Residents of Boulder  
People from Denver and  
Golden, Colorado, and  
All Over the Country!

Core Staff for Boulder Experiments  
(High School Seniors at Boulder High  
School and Fairview High School in  
Boulder, Colorado)

Other High School Students in the  
SADMESS Project, Who Pitched In and  
Helped Out at the Last Minute

Co-Directors of the SADMESS  
Project

Staff Associates of the  
SADMESS Project

Secretary of the SADMESS Project

Three People Around Boulder Who Worked  
and Worked on Boulder Experiments, With  
and Without Pay

Who All Helped at One Time or  
Another

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And a C

# cast of characters <sup>2</sup>

Core Staff for Boulder Experiments  
(High School Seniors at Boulder High  
School and Fairview High School in  
Boulder, Colorado)

The "Kids"

Other High School Students in the  
SADMESS Project, Who Pitched In and  
Helped Out at the Last Minute

Co-Directors of the SADMESS  
Project

The Adults

Staff Associates of the  
SADMESS Project

Secretary of the SADMESS Project

Three People Around Boulder Who Worked  
and Worked on Boulder Experiments, With  
and Without Pay

Who All Helped at One Time or  
Another

And a Cast of Thousands!



DEC.

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FEB.

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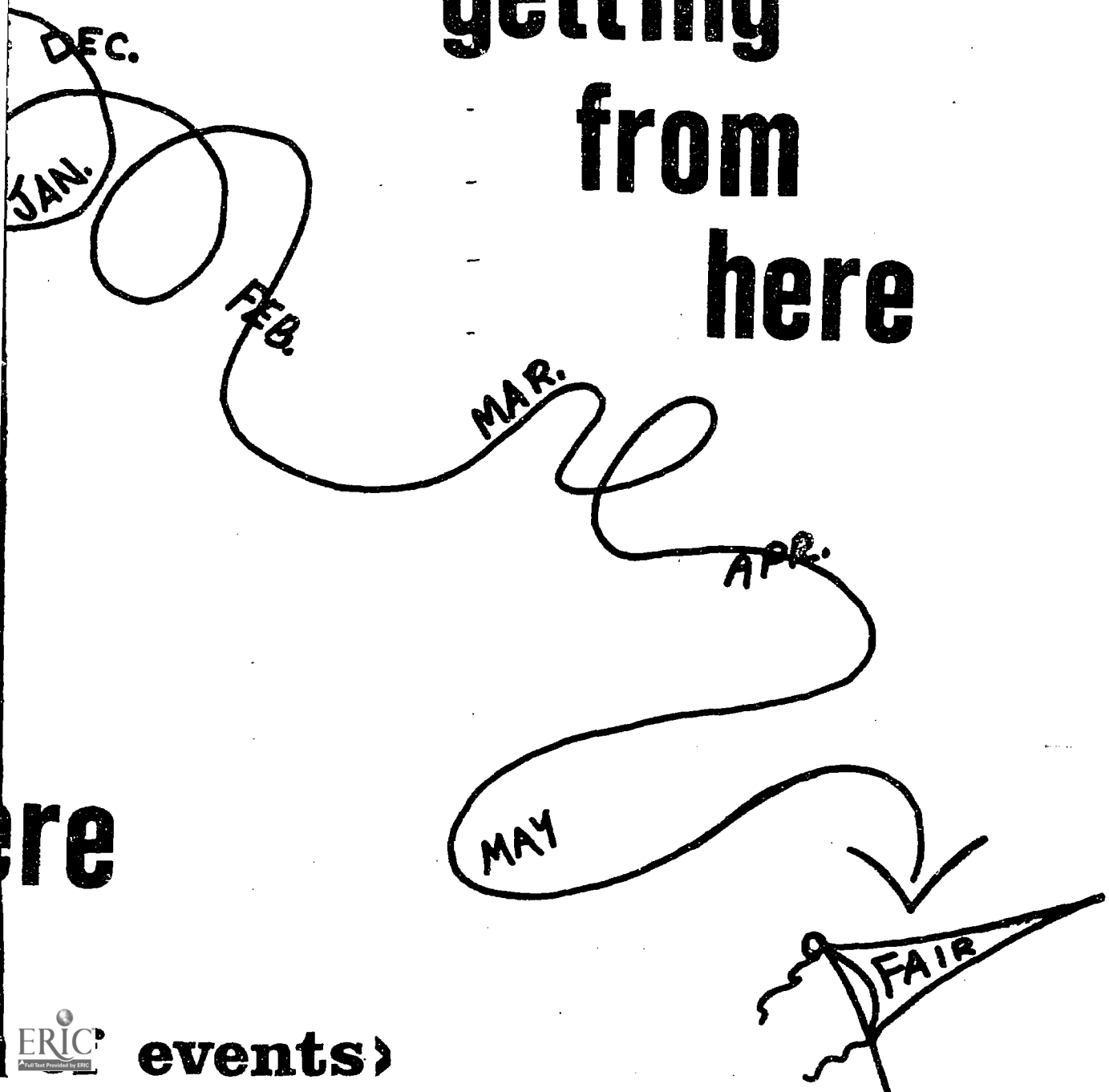
MAY

FALL

getting  
from  
here

to  
there

# getting from here



ere

tim

NOVEMBER

10 Visit from Bryce Hamilton, staff member of Colorado Environmental Education Master Plan, who started our thinking about the fair.

Brainstorming Ideas

16 First draft of BE Prospectus  
25  
26 Thanksgiving holiday  
29 Meeting with SADMESS teacher consultants from Boulder Valley Schools (BVPS)  
30 First prospectus revised and "published"

DECEMBER

2 Rough draft of Master Calendar (stages of development)  
First draft of guidelines for school involvement  
14 First meeting with BVPS Instructional Cabinet  
16 Meeting with Maggie Banman, reporter for Boulder Daily Camera  
20 Further elaboration of school involvement guidelines  
24  
25 Christmas holidays  
Contact several city council members

30 Meeting with Tim Fuller, City Councilman

JANUARY

3 First meeting with Bob Sample, Assistant City Manager  
4 Meeting with Oake Thorne, Thorne Ecological Foundation and Thorne Films  
5 First contact with Downtown Businessmen's Association--meeting with Rob Smith, President  
6 Meetings with Rita Majors, BVPS SADMESS teachers consultant, and Maggie Banman, Boulder Daily Camera  
7 Meeting with Dale Moburg, City Planning Department  
Meeting with Cal Raines, Channel 6  
10 Presentation to Boulder Environmental Council  
11 Meeting with UPSTEP Teacher Education staff at CU  
12 Invite community leaders to be on BE Advisory Council  
14 Meeting with BVPS Instructional Cabinet

17 Presentat  
BHS and  
begins  
18 Meeting v  
County S  
19 Karen ble  
Meeting v  
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21 SADMESS /  
24 Meeting v  
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26 Meeting v  
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28 Presenta  
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Ideas

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F Master Calendar  
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Maggie Banman, re-  
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uidelines

days

al city council

30 Meeting with Tim Fuller, City  
Councilman

JANUARY

3 First meeting with Bob Sample,  
Assistant City Manager

4 Meeting with Oake Thorne, Thorne  
Ecological Foundation and Thorne  
Films

5 First contact with Downtown Bus-  
inessmen's Association--meeting  
with Rob Smith, President

6 Meetings with Rita Majors, BVPS  
SADMESS teachers consultant, and  
Maggie Banman, Boulder Daily  
Camera

7 Meeting with Dale Moburg, City  
Planning Department  
Meeting with Cal Raines, Channel  
6

10 Presentation to Boulder Environ-  
mental Council

11 Meeting with UPSTEP Teacher Ed-  
ucation staff at CU

12 Invite community leaders to be  
on BE Advisory Council

14 Meeting with BVPS Instructional  
Cabinet

17 Presentation to PLAN Boulder  
BHS and FHS semester final exam  
begins

18 Meeting with Brad Leach, Boulder  
County Sheriff

19 Karen blew up  
Meeting with Cathy Miller, re-  
porter for Town and Country Re-  
view

21 SADMESS Advisory Board luncheon

24 Meeting with Garrett Craig,  
Public Service Company

26 Meeting with Melba Sheppard,  
Youth Services Bureau  
BE Volunteers meeting

27 Meeting with city officials work-  
ing on environmentally oriented  
projects

28 Presentation to Boulder High  
School students

January (Con't)

- 31 Presentation to County Commissioners  
Meeting with Carl Worthington, architect  
Meeting with Russ Campbell--who's he?

FEBRUARY

- 2 Meeting with Charles Rolling, University Mountain Community Project
- 3 Volunteers meeting
- 4 Meeting with Rita Majors, BVPS teacher consultant to SADMESS SADMESS party at Reggie's
- 6 Report to SSEC Board of Directors on BE
- 9 Meeting with John Moxon, Young World Development Volunteers meeting
- 10 Design application forms for BE exhibitors
- 14 Meeting with Chief of Police, Don Vendel
- 15 Meeting with reporter from CU Daily  
Visit Charles Rolling's theater group presentation
- 16 BE Advisory Council luncheon  
Volunteers meeting
- 22 SADMESS Advisory Board meeting  
Meeting with Curt Johnson's class on computerized models for the Colorado Environment
- 23 Meeting with Steve Hodes for brainstorming  
Volunteers meeting
- Meeting with staff and pupils from Misty Mountain School

February (Con't)

- 25 Meeting with Joan McConkey and other representatives of the League of Women Voters to plan environmental film festival for fair
- 28 Presentation to Citizen's Advisory Committee on Transportation  
Development of new school involvement guidelines, Louise and Lucy take over school coordination
- 29 Meeting with T.C. Schutt, Colorado School of Mines Glass recycling project

MARCH

- 1 Meeting with Elise Boulding, CU Sociology Department  
Meeting with teachers at Platt Jr. High School  
Meeting with Steve Boulter, Airquarius project, CU  
Volunteers meeting  
Visitor from Australia, Donald Butt
- 2 Meeting with John Green, reporter for Straight Creek Journal  
Meeting with Jeff Vittal, CU Clearinghouse project  
Meeting with Tim Fuller, City Councilman
- 3 Meeting with principal of Platt Jr. High  
Meeting with Mr. Moseley, IBM
- 5 Karen and Allan meet to organize work and record keeping
- 6 BE re-organizational meeting(#4?)
- 7 Meeting with Paula Hanrahan, Arrow Book Co.

March (Con't)

- Meeting with independent BVPS consultants
- 8 Meeting with 10th Annual Jr. Volunteers BE budget and Ken
- 9 Meeting with computerized environment
- 10 Meeting with Boulder Daily BE Volunteers
- 11 Visit environmental Denver Center
- 13 Meeting with Youth Service Meeting with and Kent D. Advisory Commission and department
- 14 Meeting with Triadome Volunteers campaign to businessmen support  
Make first and arrange next day
- 15 Meeting with Mental Health Meeting with Dynamics
- 20 Meeting with Bikeways Meeting with coordinators (1971)

February (Con't)

March (Con't)

County Commission-  
Carl Worthington,  
Russ Campbell--who's

25 Meeting with Joan McConkey and other representatives of the League of Women Voters to plan environmental film festival for fair

Meeting with Pat Ryan, Superintendent BVPS, and BVPS consultants

FEBRUARY

Charles Rolling,  
Mountain Community

28 Presentation to Citizen's Advisory Committee on Transportation  
Development of new school involvement guidelines, Louise and Lucy take over school coordination

8 Meeting with Larry Crowley, Centennial Jr. High  
Volunteers meeting  
BE budget meeting with Irving and Ken

eting

Vita Majors, BVPS  
Assistant to SADMESS  
at Reggie's

29 Meeting with T.C. Schutt, Colorado School of Mines Glass recycling project

9 Meeting with Jay Scherritt, computerized models of Colorado environment class, CU

Board of Directors

MARCH

10 Meeting with Walter Benjamin, Boulder Daily Camera  
BE Volunteers party

John Moxon, Young  
Adult Volunteers

1 Meeting with Elise Boulding, CU Sociology Department  
Meeting with teachers at Platt Jr. High School  
Meeting with Steve Boulter, Airquarius project, CU  
Volunteers meeting  
Visitor from Australia, Donald Butt

11 Visit environmental fair at CU Denver Center

tion forms for BE

Chief of Police, Don

2 Meeting with John Green, reporter for Straight Creek Journal  
Meeting with Jeff Vittal, CU Clearinghouse project  
Meeting with Tim Fuller, City Councilman

13 Meeting with Melba Sheppard, Youth Services Bureau  
Meeting with Barbara Morrison and Kent Dewell, Citizens Advisory Committee on Transportation and city transportation department

Reporter from CU

Rolling's theater  
tion

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ry Board meeting  
urt Johnson's class  
d models for the  
onment

3 Meeting with principal of Platt Jr. High  
Meeting with Mr. Moseley, IBM

5 Karen and Allan meet to organize work and record keeping

14 Meeting with Marc Hanson of Triadome  
Volunteers meeting--begin campaign to inform downtown businessmen and obtain their support  
Make first batch of BE posters and arrange for distribution next day

teve Hodes for

ting

t pupils from

7 Meeting with Paula Hanrahan, Arrow Book Co.

15 Meeting with Charlotte Misnier, Mental Health Department  
Meeting with John Browne of Earth Dynamics

20 Meeting with Dick Hamm, Boulder Bikeways  
Meeting with Walt Becker, food coordinator at Spring Together (1971)

March (Con't)

- 22 Meeting with Barbara Morrison (Citizens Advisory Committee on Transportation), Kent Dewell (city transportation department), Pat Ryan (superintendent of schools), and Dwight Paradise (BVPS bus department) on bus arrangements
- 24 Meeting with Charles Rolling
- 27-31 Spring vacation
- 28-30 Re-organizational meeting (#5)
- 28 First presentation to Downtown Businessmen's Association--the crap hits the fan
- 30 Meeting with special committee of Downtown Businessmen's Association at Stage House II to clarify plans and map out strategy for gaining DBA approval

APRIL

- 3 Meeting with Bob Sample on permits Decided to hire volunteers Steve Hodes and John Rifkin to beef up core staff until fair
- 4 Being compilation of complete list of exhibits and activities scheduled for fair Meeting with teachers at Platt Jr. High Meeting with Jay Tracey, Downtown Businessmen's Association (DEA) Volunteers Meeting
- 5 Meeting with Boulder Artists Association Meeting with special committee of Downtown Businessmen's

April (Con't)

- Association at Stage House II
- 7 Development of first map of fair site, including locations of activities Presentation to Executive Council of Downtown Businessmen's Association
- 10. Contact banks to ask permission to use their lots for parking First BE In-house Newsletter-- assigning tasks and schedules for week as a result of re-organization meeting (#6?)
- 11 Connie to hospital for two weeks Volunteers meeting
- 12 Big decision on food plans Meeting to draw up task guidelines and schedules for coordinators Pass out handouts on BE to League of Women Voters Historic Boulder tour
- 13 Prepare first draft of news release on Boulder Experiments Meeting with SSEC staff on evaluation plans for fair
- 14 Presentation to Executive Council of Downtown Businessmen's Association
- 17 Allan begins attempting to reach George van Booven, Advisory Board member and County Commissioner, about use of Court House lawn Dry run on DBA meeting John obtains four trucks for recycling project from National guard Contact Government Surplus Agency in Denver about obtaining building and electrical supplies
- 18 THE BIG presentation vote on prove th inessmer Also, C schedule late to Volunteer this week DBA meet
- 19 Meeting buses Meeting tasks for Meeting Ristad, on fair
- 20 Contact wanderin fair Meeting der Publ film fes visual s
- 24 Allan st van Boov Meeting in detail
- 25 Meeting and with Boulder newspaper Volunteer
- 26 Dry run
- 28 Deadline recycling ed

## April (Con't)

- Barbara Morrison  
 Advisory Committee on  
 (ion), Kent Dewell  
 (transportation department),  
 Superintendent of  
 and Dwight Paradise  
 (department) on bus  
 ts  
 Charles Rolling  
 tion  
 tional meeting (#5)  
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 the fan  
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 Businessmen's Associ-  
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 h Jay Tracey, Down-  
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 Meeting  
 h Boulder Artists  
 h ial committee  
 n ERIC essmen's  
 Full Text Provided by ERIC
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 John obtains four trucks for  
 recycling project from National  
 guard  
 Contact Government Surplus  
 Agency in Denver about obtain-  
 ing building and electrical  
 supplies for fair  
 Second BE In-house newsletter--  
 assigning tasks and schedules  
 for week  
 18 THE BIGGIE WITH THE DBA! Grand  
 presentation of BE plans and  
 vote on whether or not to ap-  
 prove them by Downtown Bus-  
 inessmen's Association  
 Also, City Council presentation  
 scheduled--but meeting ran too  
 late to make presentation  
 Volunteer's meeting cancelled  
 this week; volunteers attend  
 DBA meeting  
 19 Meeting with Kent Dewell on  
 buses  
 Meeting to map out specific  
 tasks for week for coordinators  
 Meeting with Mrs. Ward and Mr.  
 Ristad, BHS sociology teachers,  
 on fair evaluation  
 20 Contact Tom Trujillo about  
 wandering mariachi band for  
 fair  
 Meeting with Jim Heckel, Boul-  
 der Public Library, to plan  
 film festival and other audio-  
 visual stuff for fair  
 24 Allan still trying to contact  
 van Booven  
 Meeting to plan tasks for week  
 in detail--stress on publicity  
 25 Meeting with Jay Tracey of DBA  
 and with staff members of  
Boulder Daily Camera to plan  
 newspaper publicity  
 Volunteers meeting  
 26 Dry run on Community Game  
 28 Deadline for transportation and  
 recycling systems to be complet-  
 ed

MAY

- 1 Karen now tries to get hold of van Booven  
Take bundle of publicity information to Maggie for series of pre-fair articles in Boulder Daily Camera  
Program to printer
- 2 Panic about getting 200 chairs and 70 tables
- 3 Panic about storing 200 chairs and 70 tables overnight  
Meeting with Carl Chapel, City Clerk, to go over list of activities and decide what permits will be needed  
Volunteers meeting; make new BE posters and arrange distribution
- 4 Taping of radio program on BE at KLMO  
Program galleys returned from printer; proof and return for repro
- 5 Meeting with Gregg and Liz to plan evening shows in Bandshell  
Arrange for meeting room in Public Service Company building for presentations of Denver Olympic Committee and learn that anti-Olympics group (Citizens for Colorado's Future) must make their presentations elsewhere  
Programs finished, distribution during weekend
- 6 Workshop on dome construction
- 8 Meeting with Bill Ellis, Public Service Company, to make arrangements for electrical wiring  
Evening: NIXON ANNOUNCES MINING OF HAIPHONG HARBOR; peace marchers take to Boulder's streets

May (Con't)

- have the fair? should we do anything to incorporate war issue? End with tear gas floating in window from demonstration a block away. check with Bob Samples, \_\_\_ Munsen to see how city and businessmen feel about continuing with fair plans. Irving's memo stating the Boulder Experiments position in view of events of last two days--proceed with fair!  
Learn that BVPS may withdraw buses if demonstrations don't calm  
Panic about getting enough trucks to move tables and chairs to and from fair site--decide to rent one
- 11 News conference on BE--only one reporter shows, because news media are still overwhelmingly occupied with anti-war demonstrations  
Final listing of all activities scheduled for the fair to city manager's office  
Building of dome begins
  - 12 ONE DAY TIL FAIR TIME! Rainy. 6:00 p.m.--streets closed, no parking signs up, block captains chalk out exhibit areas on streets, Fair HQ trailer arrives  
1:00 p.m.--Steve McElroy performs a miracle: gets Public Service Company to loan dome builders a crane for the afternoon to get the big dome up  
Frantically making toilet signs, trash barrel signs, fair directories, bus route signs back at the SSEC

May (Con't)

- Bus route to points in the we
- 13 8:00 a.m. tables an of activi fair AND IT'S
  - 14 AND ANOT weather a 8:00 p.m. picked up trailer m
  - 15-19 Relax for minor int ing to as time "whe down? whe trash get Universit tables an
  - 22 - June 2 Gear up a uate the naires, i the data, Then, for work on t

May (Con't)

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 les in Boulder  
 nter  
 tting 200 chairs  
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 overnight  
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Bus route signs distributed  
 to points throughout the city  
 in the wee hours

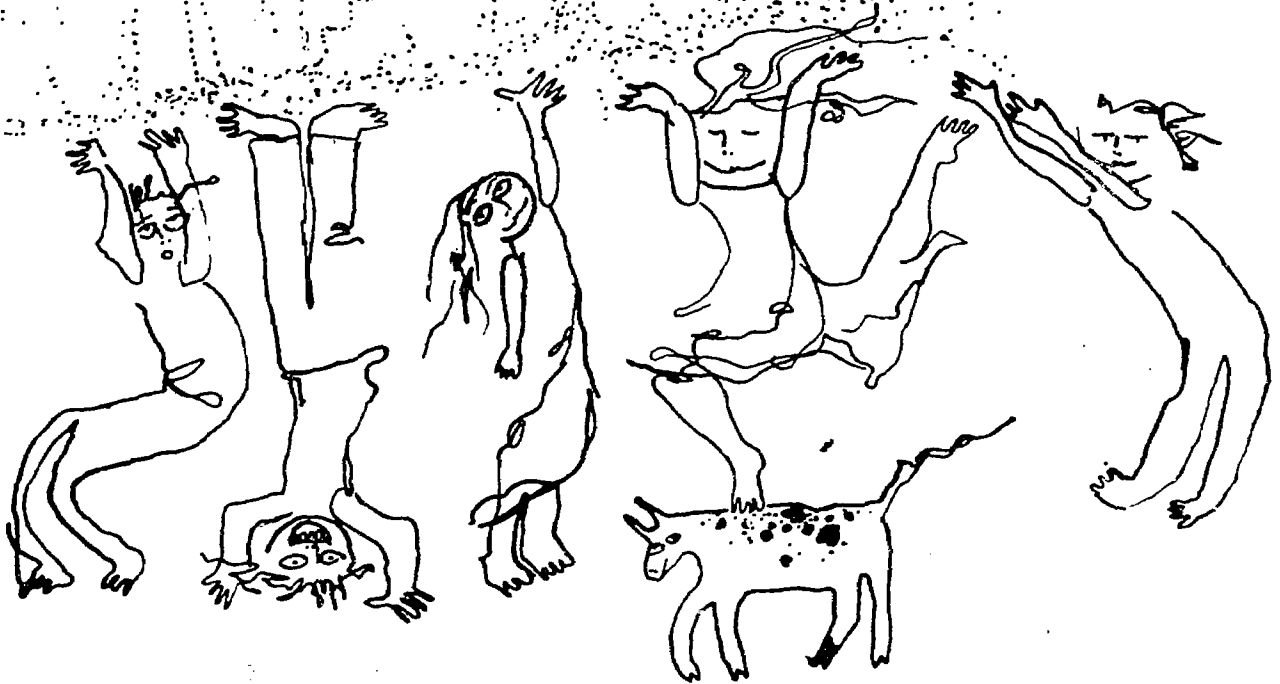
13 8:00 a.m.--yellow truck with  
 tables and chairs arrives; buzz  
 of activity as begin to set up  
 fair  
 AND IT'S OFF THE GROUND!

14 AND ANOTHER DAY--with excellent  
 weather and no riots!  
 8:00 p.m.--last piece of paper  
 picked up off the streets,  
 trailer moved out

15-19  
 Relax for a few days, with only  
 minor interruptions--city call-  
 ing to ask us for the umpteenth  
 time "when does the dome come  
 down? when does the recycling  
 trash get cleared out of Dionysus?"  
 University calling about missing  
 tables and chairs. Etc.

22 - June 2  
 Gear up again, this time to eval-  
 uate the fair--develop question-  
 naires, interview people, tally  
 the data, and analyze it  
 Then, for the rest of summer,  
 work on this book

getting  
the  
ic



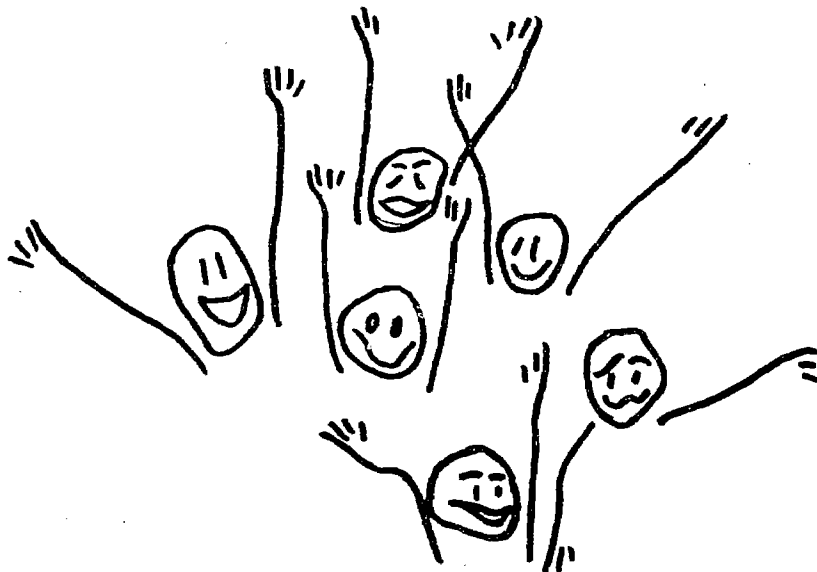
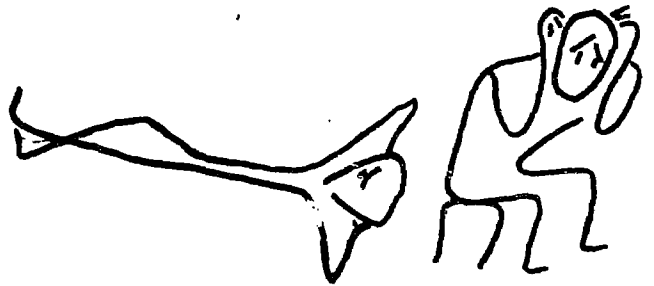


# getting the idea



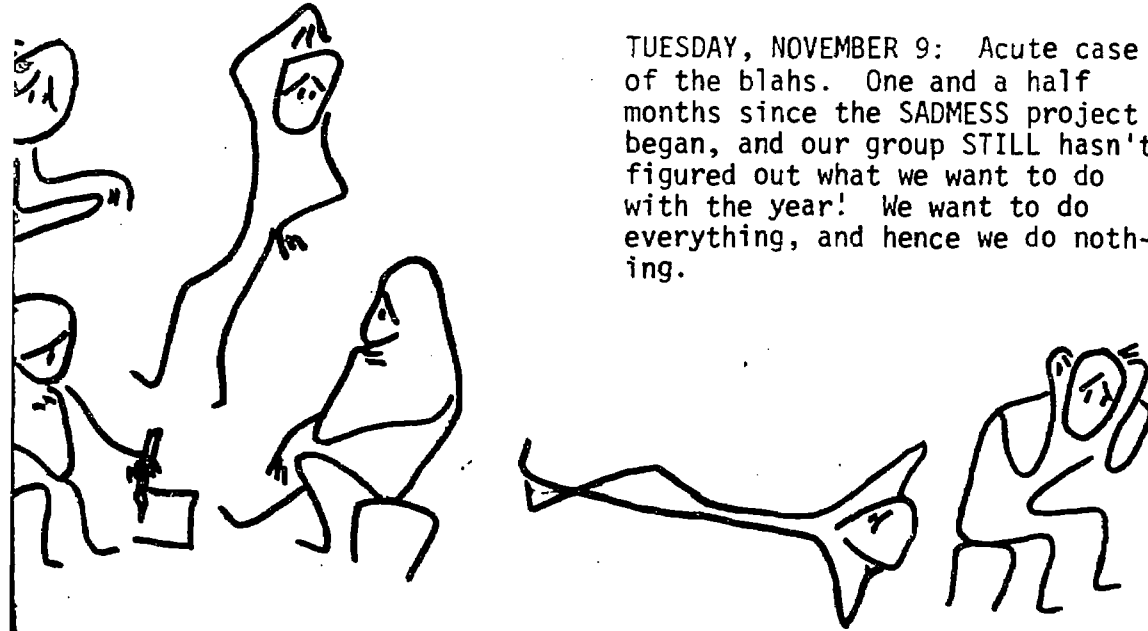


TUESDAY, NOVEMBER 9: Acute case of the blahs. One and a half months since the SADMESS project began, and our group STILL hasn't figured out what we want to do with the year! We want to do everything, and hence we do nothing.

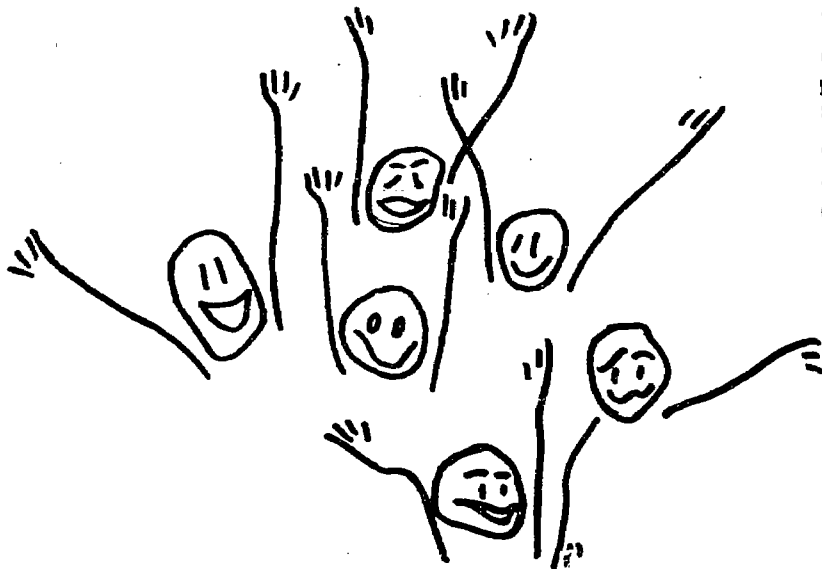


WEDNESDAY, NOVEMBER 10: I dropped in for a v mentioned a street Washington, D.C. close off the street and have a fair! one on top of another

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WEDNESDAY, NOVEMBER 10: Bryce Hamilton dropped in for a visit today and casually mentioned a street fair he'd gone to in Washington, D.C. CLICK! That's it! Let's close off the streets in downtown Boulder and have a fair! The ideas came rolling out, one on top of another.....



. . . Close Pearl Street

Wandering musicians

Medieval fair, with costumes, banners

City as an organism--it "eats" energy, has a circulatory system, even

Economics of Boulder

Neighborhood participation in planning

Video-tape people on the streets

Half-hour mini-course on basic car repair

Elementary kids build little domes for

Bike paths, bike rallies and races

Education network

Rap sessions with city V.I.P.s

Old people reminiscing on Boulder's past

Folk dancing in the streets

Bicycle repair lessons

Research on ecologically sound living structures--a demonstration  
downtown area?

Adventure Playground

Day Care Centers

Folk singing

Methane gas general demonstration; Public Service  
ground and underground power lines

Hovercraft demonstration

Jitney service . . .

Street

ing musicians

Medieval fair, with costumes, banners

City as an organism--it "eats" energy, has a circulatory system, even "excretes" waste

Economics of Boulder

Neighborhood participation in planning

Video-tape people on the streets

Half-hour mini-course on basic car repair

Elementary kids build little domes for their playgrounds

Bike paths, bike rallies and races

Education network

Rap sessions with city V.I.P.s in sidewalk cafes

Old people reminiscing on Boulder's past

Folk dancing in the streets

Bicycle repair lessons

Research on ecologically sound living structures--a demonstration house in the downtown area?

Adventure Playground

Day Care Centers

Folk singing

Methane gas general demonstration; Public Service display comparing over-ground and underground power lines

Hovercraft demonstration

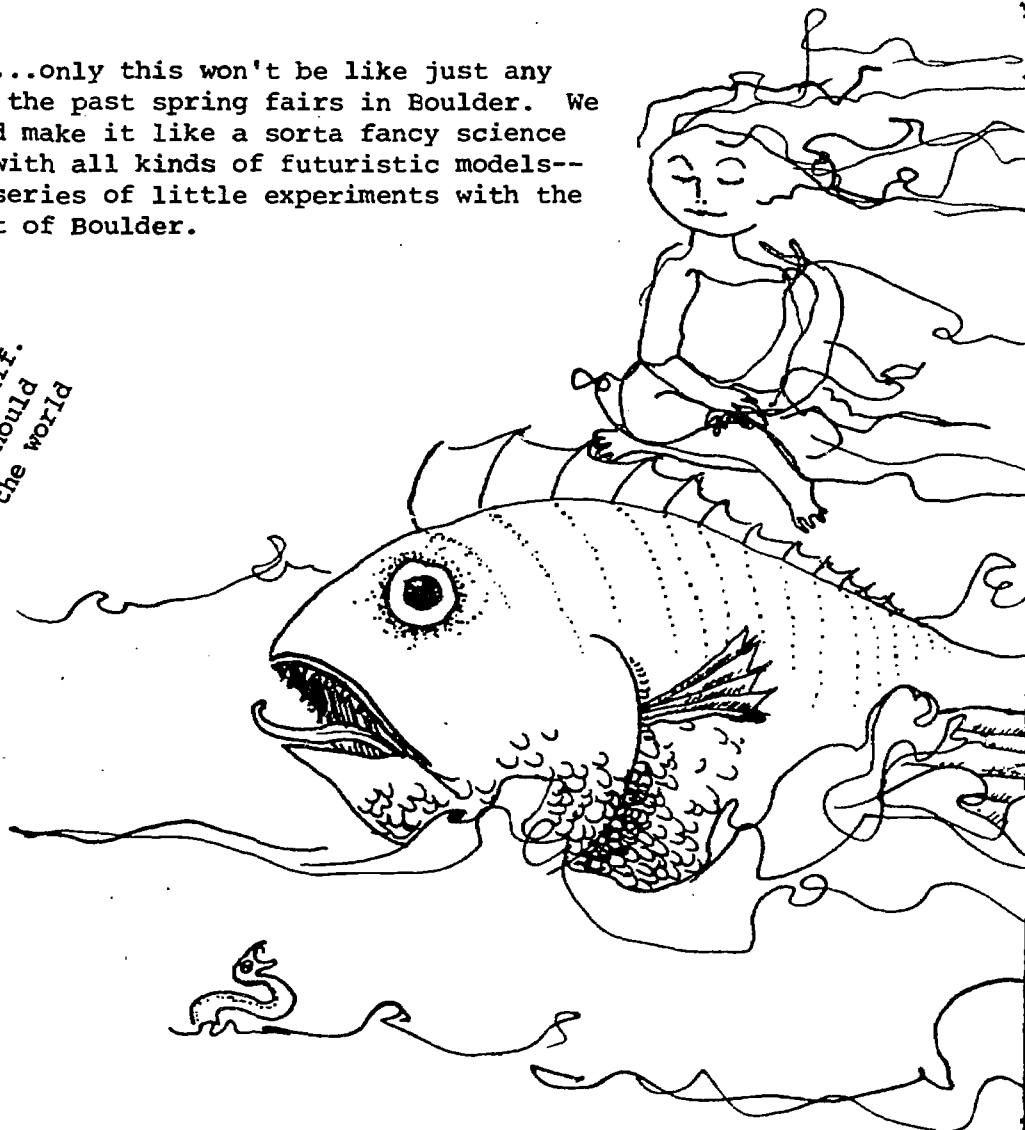
Jitney service . . .

# KAREN THINKS:

We've really done a storming and come up ideas. But we've got some major focus so hand, we don't want soon and kill some before they get off we've really got to can't do EVERYTHING

...only this won't be like just any of the past spring fairs in Boulder. We could make it like a sorta fancy science fair, with all kinds of futuristic models-- a whole series of little experiments with the environment of Boulder.

The whole thinking on the fair should be centered on certain serious environmental problems. For instance, we shouldn't have a booth selling macrobiotic food just for the sake of selling the stuff. Instead, the macro-biotic people should demonstrate how they see solving the world food problem.



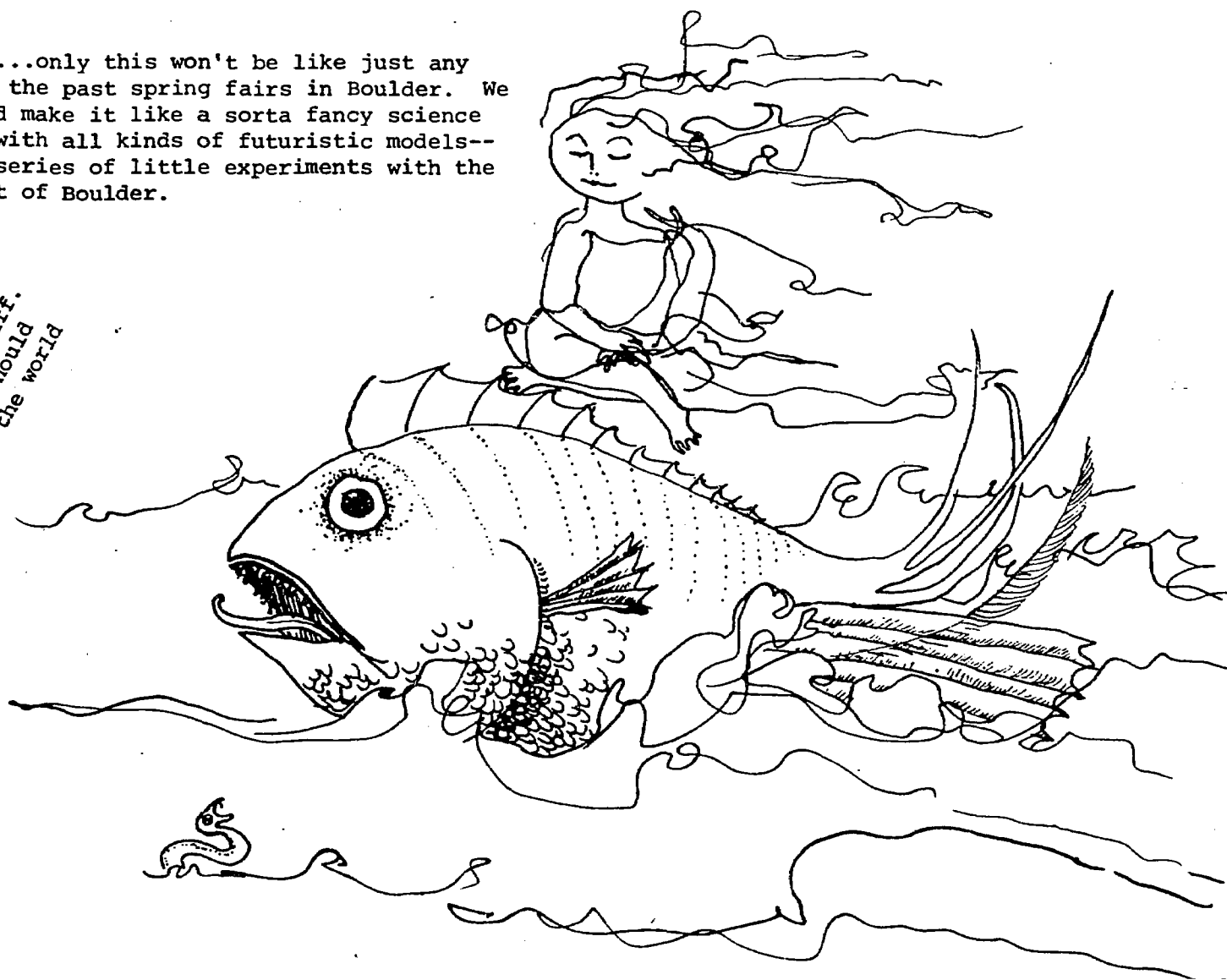
# REN THINKS:

11

We've really done a lot of brainstorming and come up with some great ideas. But we've got to home in on some major focus soon. On the other hand, we don't want to cut down too soon and kill some possibly good ideas before they get off the ground. But we've really got to find our focus--we can't do EVERYTHING, you know.

...only this won't be like just any of the past spring fairs in Boulder. We could make it like a sorta fancy science fair, with all kinds of futuristic models-- a whole series of little experiments with the environment of Boulder.

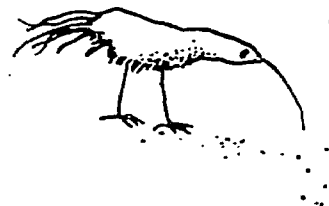
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# SUSANNE PROCLAIMS:

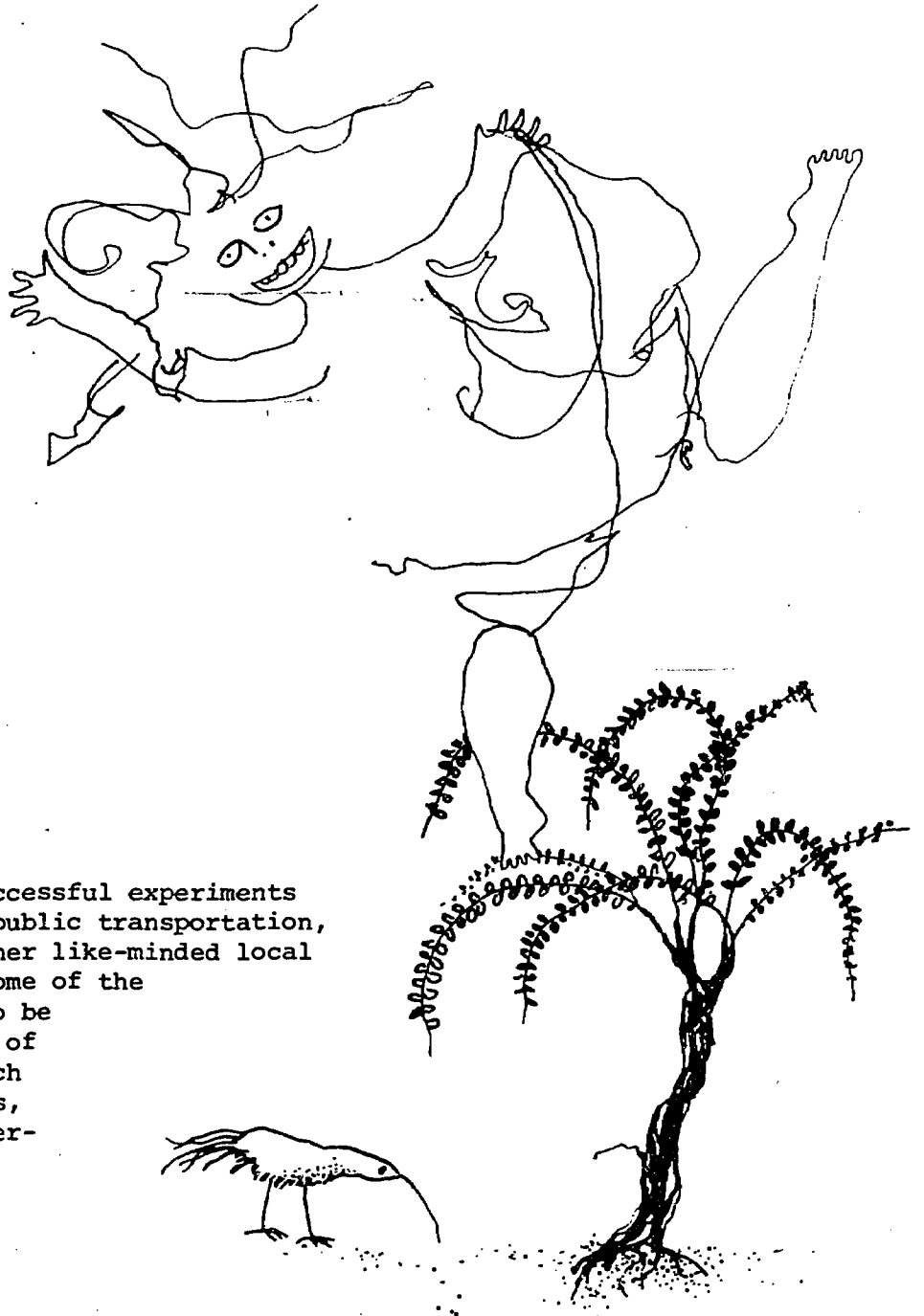


The purpose should be to carry off some successful experiments which show the success of recycling, more public transportation, a downtown mall--so that Tim Fuller and other like-minded local politicians can successfully put through some of the reforms they have in mind. The fair has to be very carefully organized to insure success of the experiments and the follow-through which will bring about the desired changes. Thus, the simulation of the Boulder Tomorrow super-block, the jitney service, the recycling pickups all have to be done so well that people are convinced of their practicality.





# SANNE CLAIMS:



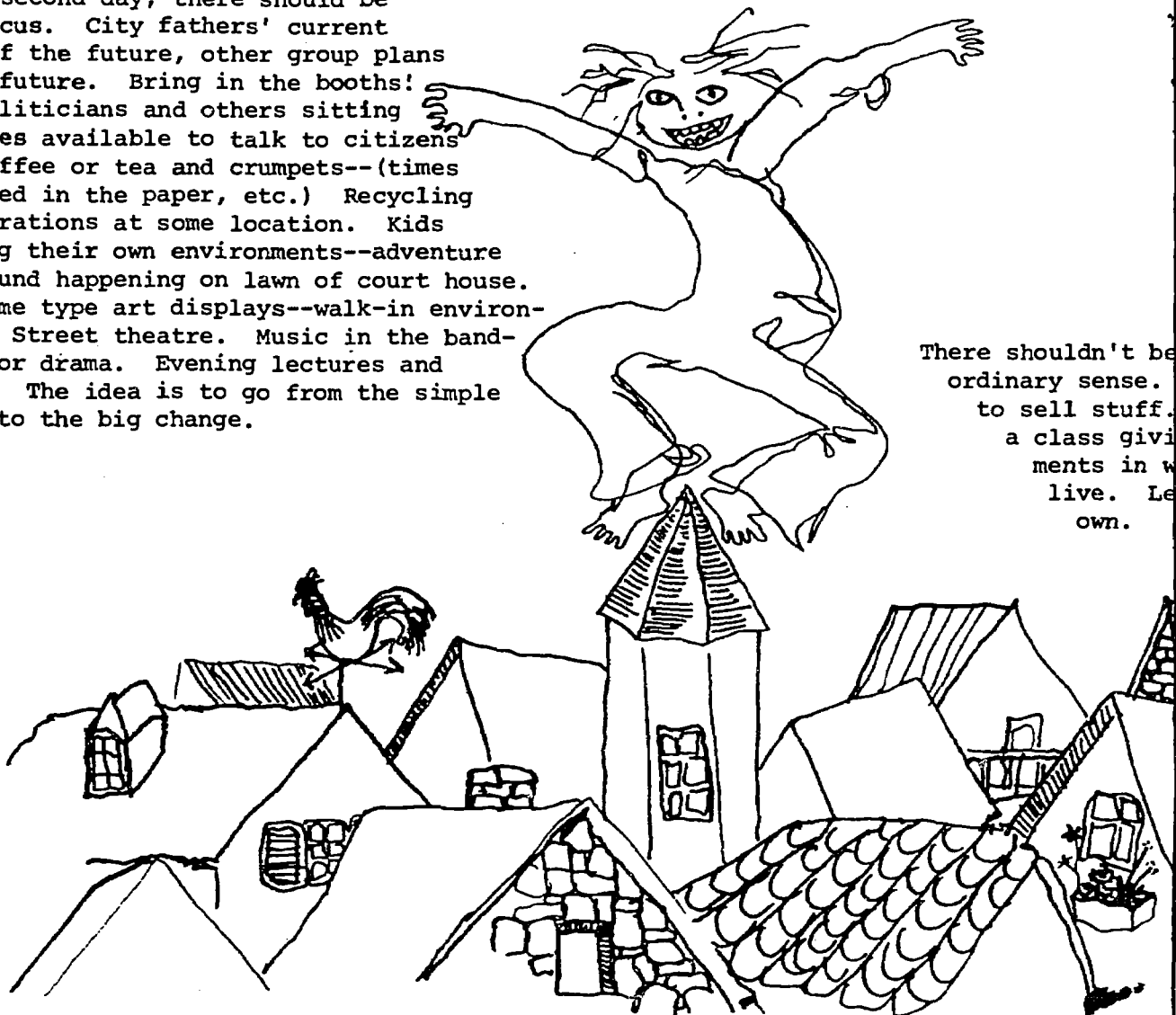
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 heir practicality.

# STEVE SHOUTS:

On the second day, there should be more focus. City fathers' current plans of the future, other group plans of the future. Bring in the booths! Have politicians and others sitting at tables available to talk to citizens over coffee or tea and crumpets--(times announced in the paper, etc.) Recycling demonstrations at some location. Kids building their own environments--adventure playground happening on lawn of court house. Have some type art displays--walk-in environments. Street theatre. Music in the band-shell, or drama. Evening lectures and movies. The idea is to go from the simple change to the big change.

On the first day, clean. Potted plants under canopies, see people playing music around, jitneys bring them out of the area people around withing balloons, nothing and sweet.

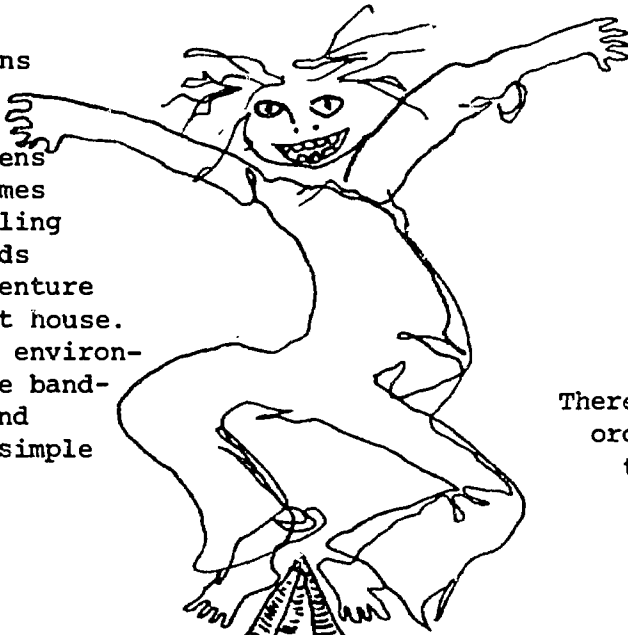
There shouldn't be ordinary sense. to sell stuff. a class giving environments in which live. Let own.



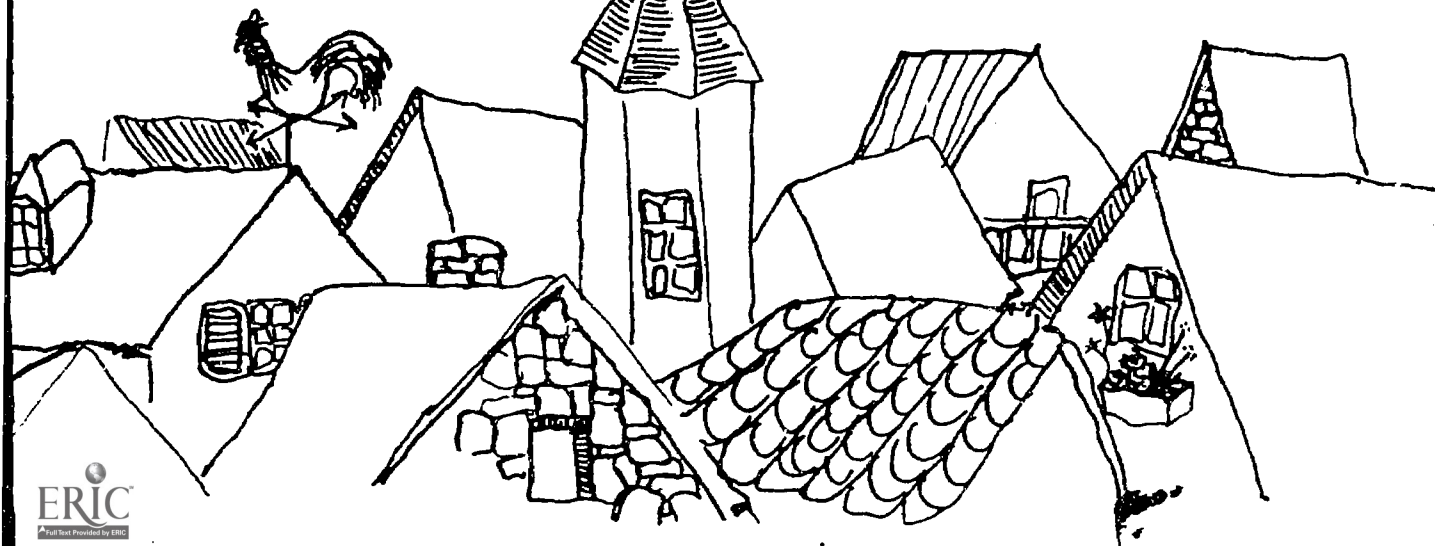
# THE SHOUTS:

On the first day, the place should be pretty clean. Potted plants, tables and chairs under canopies, several little groups of people playing music, hovercraft wandering around, jitneys bringing people in and taking them out of the area, electric cars driving people around within the area, somebody selling balloons, nothing really heavy--just nice and sweet.

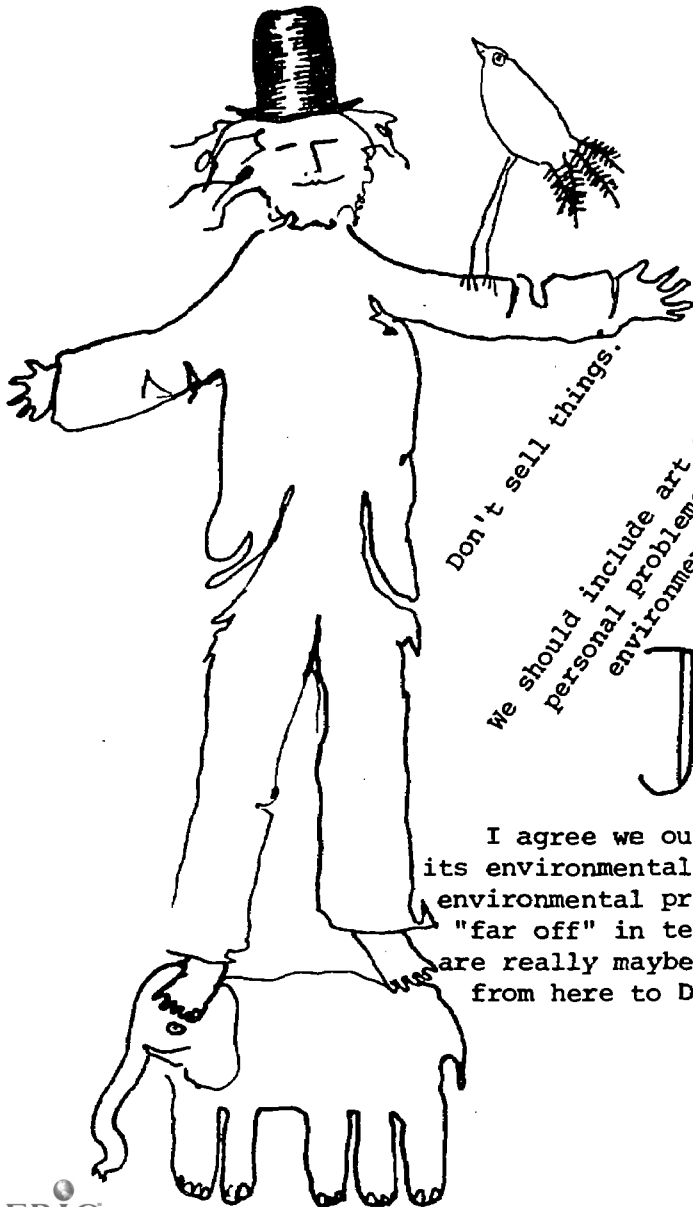
day, there could be city fathers' current future, other group plans Bring in the booths! us and others sitting able to talk to citizens tea and crumpets--(times the paper, etc.) Recycling at some location. Kids own environments--adventure opening on lawn of court house. art displays--walk-in environment. Music in the band-a. Evening lectures and idea is to go from the simple big change.



There shouldn't be booths in the ordinary sense. They shouldn't be to sell stuff. Rather, kids from a class giving examples of environments in which they would like to live. Let people make up their own.



# ALLAN FIGURES:



Don't sell things.

We should include art and focus more on personal problems with and contributions to the environment.

# JON STATES:

I agree we ought to focus on Boulder, the local scene and its environmental problems, rather than doing things on grandiose environmental problems. But at the same time, we should think "far off" in terms of time--look at futuristic things that are really maybe closer than we think, like a monorail from here to Denver.

Susanne, I don't think we have to be or even try to be. That's not really the point. Probably some solutions that have been tried are lousy, and we should do experiments show people what works. Naturally, we should do it as well as possible. It's not bad if people reject, but it's a service as a result of the whole point of experimenting.

Let's have a creative workshop showing people how to do their work, with

We should keep Pear Street kinda clean with tables and chairs and flowers and sidewalk. Maybe have an informal meeting place for dignitaries over coffee.

We don't have to "sell" solutions to people on specific solutions to our problems. Instead we should try to show them a variety of alternatives. Leave it up to them to choose.

# AN FIGURES:

Susanne, I don't think all the experiments have to be or even ought to be a "success." That's not really the spirit of experimentation. Probably some of the environmental solutions that have been suggested for Boulder are lousy, and we should feel OK if your experiments show people how lousy they are. Naturally, we should do our best to carry them out as well as possible. But we shouldn't feel bad if people reject, say, the idea of a jitney service as a result of our fair. That's the whole point of experimenting--to find out!

Let's have a creation corner--artists at work, showing people how they do their thing, letting people work with their materials.

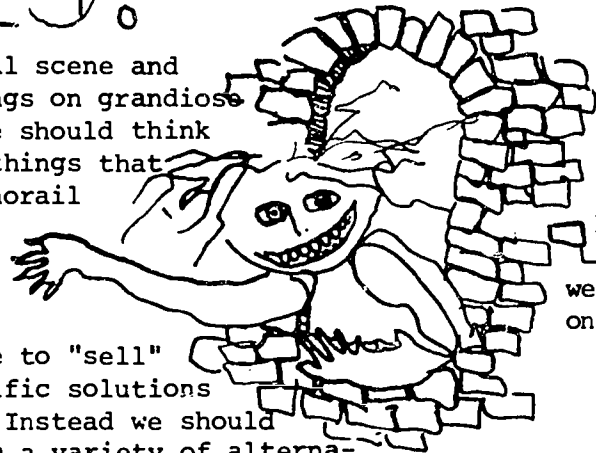
We should keep Pear Street kinda clear--just nice and open with tables and chairs and flowers and sidewalk cafes and sunshine. Maybe have an informal meeting place for talking with town dignitaries over coffee.

# JON STATES:

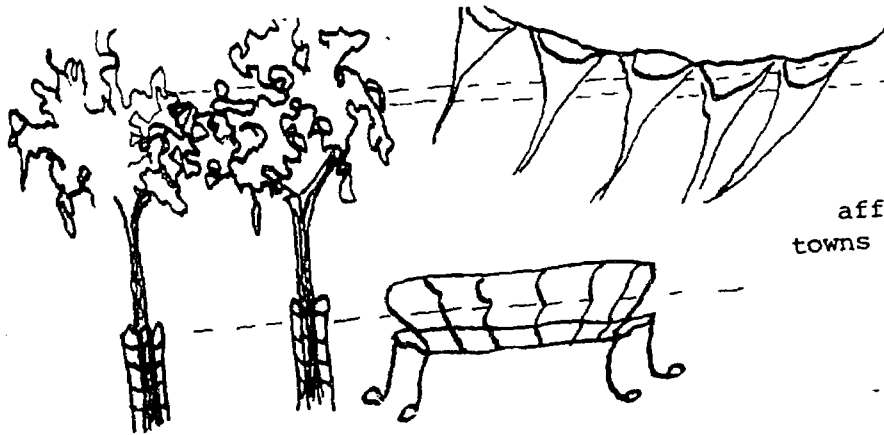
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We don't have to "sell" people on specific solutions to our problems. Instead we should try to show them a variety of alternatives. Leave it up to them to choose.

Boy, we're lookin' for one big bunch of work if we try to put on a monster like this!



Don't sell things.  
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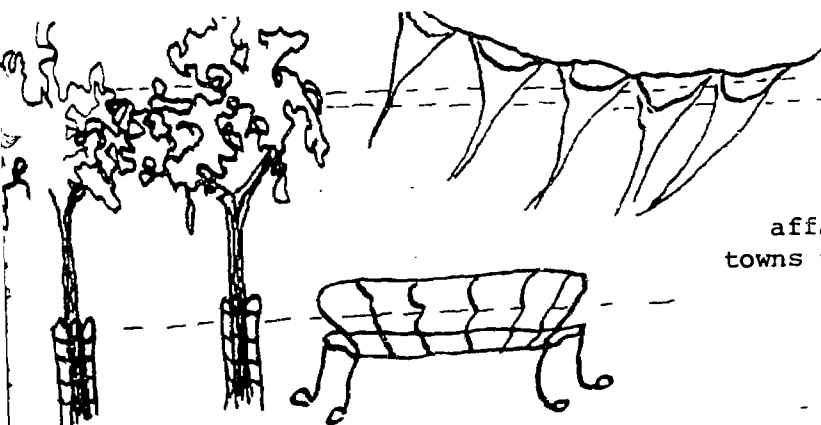


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There was considerable disagreement among us as to our  
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we can't count on much more than the regular,  
three hours a day for the students... I came  
away from the meeting very apprehensive  
about how realistic the kind of project we have  
in mind. Somehow more manpower is  
needed--even at the coordinating  
level.

SUSIE SUGGEST



They put on a big street fair in Kalamazoo last year, closed down streets and all sorts of things., It was delightful. I heard about a similar affair in Cuba. We should find out more about other towns that have put on street fairs and turned their downtowns into malls for short periods of time. We could get lots of ideas from them.



We talked about people's expectations about the time commitment that will be required to bring off the work. Fair, the people resources available to do the work and there was considerable disagreement among us as to our ability to carry off the fair, the amount of time and work involved. It became clear that everyone except Steve has other time commitments than the regular we can't count on much more than the regular, so three hours a day for the students... I came away from the meeting very apprehensive about how realistic the group is about mounting the kind of project we have in mind. Somehow more manpower is needed--even at the coordinating level.

# SUSIE SUGGESTS:

## BOULDER EXPERIMENTS

A Community Fair to be Held on May 12, 13, and 14

### The Future

What will Boulder be like tomorrow? next year? in the year 2001?

### Experimentation

The directions Boulder will take in the future--its appearance, its social tenor, the community's life--will be shaped in great part by the decisions of the people who live here. Usually the community makes the decisions that mold its life by conducting public debate over the issues, making analytical studies of the alternatives, and finally voting, in elections or through representatives on the City Council. Sometimes, however, we add another step to the process: experimentation with alternatives.

Such experimentation adds much to the community's understanding of available alternatives, thus giving us much greater power over our city's future shape. By experiencing some of the alternative solutions to problems--for instance, by trying out a new type of mass transportation service or walking through a new kind of architectural structure--we can gain some insights about how our lives will be affected by proposed changes.

The spring Boulder Experiments fair is designed to give individuals and the whole community a chance to experience a variety of alternatives open to them and to obtain feedback on responses to the experiments.

### Physical and Social Environment

The experiments conducted during the fair will fall into many categories covering both the physical and social aspects of life in Boulder:

Physical	Social
Transportation	Education

*This is the idea  
up*



What will Boulder be like tomorrow? next year? in the year 2001?

Experimentation

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- |                           |                               |
|---------------------------|-------------------------------|
| <u>Physical</u>           | <u>Social</u>                 |
| Transportation            | Education                     |
| Land Use and Zoning       | Communications                |
| Economic Activities       | Economic Activities           |
| Population                | Population                    |
| Structures                | Participation, Decisionmaking |
| Waste Handling--Recycling | Life Styles                   |
| Energy                    | Cultural Life                 |

*This is the idea we came up with* 16

In each of these areas, the planners of the fair are encouraging individuals and groups in the community to develop experiments to be carried out during the fair. For instance, in the area of transportation, fair activities will include: experimentation with a jitney or shuttle service, developing ways to encourage the use of buses, possible re-routing or addition of new routes for buses during the three days, designing new arrangements for parking, a bike paths project, and demonstrations of new kinds of vehicles, such as hovercraft, electric cars, and steam cars. In the area of education, we are planning demonstrations and lessons on skills for coping with complex technology--such as bike and auto repair, plumbing, carpentry, opportunity to observe the Misty Mountain school in session at the fair, short creative learning experiences conducted by the Environmental Studies Project, an art equipment checkout stand, provision of space for special informal discussion groups, and a soapbox corner complete with soapboxes for speakers to stand on. The fair will feature many other opportunities to experience novel environments and learn about innovative social and physical mechanisms: the downtown "superblock" area will be closed to automobiles to permit the free flow of pedestrian traffic; the University Mountain Community will be demonstrating a variety of new, ecologically sound energy systems; recycling pick-up points will be established at convenient locations; and so on.

#### Broad Community Participation

The initiators of the Boulder Experiments project are a group of high school students from Fairview and Boulder High. Many Boulderites have already volunteered their general support or their time and energy, or both, to Boulder Experiments. The Boulder Valley Public Schools and the Social Science Education Consortium are the primary backers of the students' project; in addition, personnel in the city government, from the University, from the county government, and from the business community have provided guidance, moral support, and many resources for the project.

But in order to carry out the ambitious plans of Boulder Experiments, it will be necessary to enlist the creativity and diligence of a much broader cross-section of the community. The project initiators have already obtained some specific commitments for development of fair activities, but many more are needed. In addition, much help is needed in coordinating the mechanical aspects of the fair. Four committees, listed below, are being set up to carry out support and follow-up functions essential to the success of the fair:

I. "S.E.S. pool:"

Space planning, equipment, scheduling, legal matters, security, clean-up, etc.

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- I. "S.E.S. pool:"  
Space planning, equipment, scheduling, legal matters, security, clean-up, etc.
- II. Public Relations:
  1. Advertising (posters, news, radio, TV, etc.)
  2. Support gathering, etc.

III. Evaluation:

1. Planning
2. Conducting
3. Compiling
4. Interpreting feedback on individual experiments and whole fair

IV. School Coordination

Involving the public schools thoroughly in pre, during, and post fair activities

Atmosphere

The Boulder Experiments staff is very much concerned that the general tenor of working relationships before the fair and of the fair itself be stimulating, "loose," and, in all, a pleasant experience in itself. Hence, we have spent some time developing a few overall guidelines for participants to keep in mind:

Atmosphere

- A. Attempt to bring resources of community into full contact with residents--out of little shells and mix with rest of community
- B. Aim at ways to establish on-going ties
- C. Particularly get schools out into community and community into schools
- D. Non-bureaucratic, but responsible and efficient
- E. If do an experiment, want success, not undying opposition
- F. Things that can't do thru regular channels of communications (news-paper, radio); use all senses--taste, touch, hear, see, smell experiments
- G. Things with a flair!
- H. Environmentally conscientious, but don't beat people to death with that aspect
- I. Little flourishes to make fair nice, but not necessarily a part of content categories
- J. Things that combine physical and social categories

Would You Like to Participate?

The Boulder Experiments staff would like to spend time with you working out ideas for the fair. Every Wednesday night at 7:30 fair participants get together for planning and idea-generating sessions at the Social Science Education Con-

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- J. Things that combine physical and social categories

Would You Like to Participate?

The Boulder Experiments staff would like to spend time with you working out ideas for the fair. Every Wednesday night at 7:30 fair participants get together for planning and idea-generating sessions at the Social Science Education Consortium, Inc., 855 Broadway (right across from Regents Hall). In addition, you can contact us during regular working hours at the SSEEC, 443-2211 extension 8155 or 443-1370. Ask for Allan Heltzel, Jon Rasmussen, Steve McElroy, Karen Wiley, or Reggie Greene.

**suggestio**

## BRAINSTORMING

1. Have a group of at least three people, but not more than about ten. Three people is enough to keep the ideas flowing, but over ten makes it too noisy and tense, makes it impossible for everyone to get their ideas into the pot. If you have more than ten people, you should subdivide the group and do a first round of brainstorming in smaller groups, then come together when you're ready to start the sorting out process. You might even want to subdivide a group of ten--five seems like a good number for initial brainstorming.
2. Have a stand up board with huge sheets of posting paper and felt pens. One person should be in charge of writing the ideas on the posting paper as they are suggested and another person should stand ready to tear off the sheets and hang them around the room on the walls with masking tape as the sheets are filled up. The poster should be good at getting the gist of ideas quickly and being able to summarize ideas in one or a few words. He shouldn't worry about getting all the details down on the posting sheet; just put down enough of a hint to help everyone remember the idea when they return to it after the brainstorming for discussion.
3. Everyone in the group should RELAX. Feel free to move around, get in comfortable positions.
4. Everyone should be equipped with paper and pencils so they can jot down ideas that occur to them while someone else is speaking. After that person finishes, then they can offer their jotted down idea(s).
5. No one need be "the leader," might take responsibility for not everyone is shouting out ideas are clarified if there and that one gets drowned out session. Generally, however, session should be run as open and informally as is humanly
6. Begin by someone--anyone--thr Any old idea. It can be the obvious idea you every though matter. The point is to prim may kick off some really neat someone else's head. And tha other. And so forth. You mi with what appears to be a tot a poem, a neat image, a photo
7. The point of brainstorming is of free associations in the g one's mind roams freely and c about posting "dumb" things o later stage you'll be able to the ideas and weed out the on don't think appropriate.
8. **CARDINAL RULE:** No one is all evaluative judgments about the storming sessions. No one ca dumb!" or "That's not import a great idea!" The minute yo each others ideas, you'll kil tim. People will become sky for fear of being thought sil And you want things that seem out, because many times an id itially turns into something begins to work on it.
9. Don't worry the first few tim slow down and go into a silen

# suggestions for generating ideas

19

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the next person jotted down idea(s).

5. No one need be "the leader," though the poster  
might take responsibility for making sure that  
not everyone is shouting out ideas at once, that  
ideas are clarified if there seems to be confusion,  
and that one gets drowned out or shut out of the  
session. Generally, however, a brainstorming  
session should be run as openly and democratically  
and informally as is humanly possible.
6. Begin by someone--anyone--throwing out an idea.  
Any old idea. It can be the most boring, mundane,  
obvious idea you ever thought of. That doesn't  
matter. The point is to prime the pump. Your idea  
may kick off some really neat free association in  
someone else's head. And that idea, kick off an-  
other. And so forth. You might even start off  
with what appears to be a totally irrelevant idea,  
a poem, a neat image, a photograph, an object.
7. The point of brainstorming is to set off a string  
of free associations in the group, in which every-  
one's mind roams freely and creatively. Don't worry  
about posting "dumb" things on the sheets--at a  
later stage you'll be able to go back to evaluate  
the ideas and weed out the ones you don't like or  
don't think appropriate.
8. **CARDINAL RULE:** No one is allowed to express ANY  
evaluative judgments about the ideas during brain-  
storming sessions. No one can say, "Aw, that's  
dumb!" or "That's not important." or even "That's  
a great idea!" The minute you start evaluating  
each others ideas, you'll kill the creative momen-  
tum. People will become shy about suggesting things  
for fear of being thought silly or dumb or whatever.  
And you want things that seem silly or crazy to come  
out, because many times an idea that seems weird in-  
itially turns into something brilliant as the group  
begins to work on it.
9. Don't worry the first few times the group seems to  
slow down and go into a silent period. Wait at

least five minutes, before giving up. Usually a silent period is simply a sort of incubation before starting off on a new series of suggestions. You can usually tell when you've really run out of ideas by simply asking whether everyone feels they can't come up with much else. Depending on the situation, perhaps an hour is enough brainstorming for one day-- or two hours at the outside. By then everyone seems to get pretty tired, for brainstorming is really hard work, though it's also fun.

10. At this point, you should be ready to proceed with the next step in developing your ideas. HOWEVER, don't think that that's the end of brainstorming forever in your project. You'll find that you'll need to include brainstorming sessions quite frequently as you develop your ideas and elaborate them. If you get "stuck" at some point, you might want to break into a free-flowing or a slightly more structured brainstorming session to get the group going again. Or, once you've settled on several major ideas from your first brainstorming session, you may want to go back and brainstorm "sub-ideas" for elaborating each major idea. Brainstorming is useful for breaking up log jams, for filling in blanks, and even sometimes as a way of double-checking your plans to make sure you haven't left out anything.

## SORTING

1. Your brainstorming has probably covered at least three walls of the room with posting sheets of miscellaneous and undeveloped kernels of ideas. The next step in shaping these into a coherent project is to sort the ideas.

2. You'll need a group leader for this. But, still, he shouldn't be very dictatorial. He should simply be to keep people from talking once and for too long on any one idea. He should be very careful to make sure everyone has a chance to say it and does not get put down by the group. Because you are evaluating ideas now, the threat of criticism could begin to "lose" members at this stage, if you're not careful. Be careful about this potential problem-- evaluate each other.

3. The first step in sorting the ideas is to stare at all the sheets for a while to get a grasp on the scope and quantity of ideas generated.

4. Next, run through the whole list of ideas very quickly. Quickly determine whether the idea is worth further consideration. If there is disagreement, then let the group decide. If everyone says "Throw it out," then you should draw a line through it. The goal is to weed out the most obvious ideas. You don't have to worry over them any more. Give everyone in the group a chance to look at the whole list once-over-lightly to get a sense of the knotty task of sorting.

5. Then, begin discussing each idea. Determine if it seems to "fit" each person's part of the project. You don't have to discuss the list in any specific order for each person. Just on the ideas that seem to excite the most member the most.

6. As the discussion of "fit" proceeds, the group leader should be responsible for posting the "fit" and "nonfit" used by the group. The group seems to be only reacting to what is rather than coming up with new ideas. You can go on to the next step. You



minutes, before giving up. A silent period is simply a sort of time-out before starting off on a search for suggestions. You can usually stop when you've really run out of ideas, simply asking whether everyone can't come up with much else. On the situation, perhaps an hour of rough brainstorming for one day--it's not so bad at the outside. By then you seem to get pretty tired, for brainstorming is really hard work, though it's also fun.

When you're ready to proceed to the next step in developing your ideas, NEVER, don't think that that's the end of brainstorming forever in your group. You'll find that you'll need to do more brainstorming sessions quite frequently as you develop your ideas and evaluate them. If you get "stuck" at some point, you might want to break into a free-form session, a slightly more structured brainstorming session to get the group going again. Once you've settled on several ideas from your first brainstorming session, you may want to go back and brainstorm "ideas" for elaborating each idea. Brainstorming is useful for breaking log jams, for filling in blanks, and sometimes as a way of double-checking your plans to make sure you haven't overlooked anything.

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2. You'll need a group leader for this stage, probably. But, still, he shouldn't be very dominant. His job should simply be to keep people from talking all at once and for too long on any one item. He should be very careful to make sure everyone who has something to say gets to say it and doesn't feel shut out or put down by the group. Because you're beginning to evaluate ideas now, the threat level is up. You could begin to "lose" members of the group at this stage, if you're not careful. But don't get paranoid about this potential problem--just be extra-considerate of each other.
3. The first step in sorting these ideas is for everyone to stare at all the sheets for a few minutes, just to get a grasp on the scope and nature of all the ideas generated.
4. Next, run through the whole list, one item at a time, very quickly. Quickly determine for each item whether the idea is worth further consideration at all. If there is disagreement, then leave the idea in. But if everyone says "Throw it out," then the poster should draw a line through it. The purpose of this is to weed out the most obvious misfits so you don't have to worry over them any more. It also gives everyone in the group a chance to run through the whole list once-over-lightly before beginning the knotty task of sorting.
5. Then, begin discussing each idea in terms of whether it seems to "fit" each person's overall conception of the project. You don't have to go through the list in any specific order for this--home in first on the ideas that seem to excite or appall each group member the most.
6. As the discussion of "fit" proceeds, one person should be responsible for posting the kinds of criteria for "fit" and "nonfit" used by the group members. When the group seems to be only repeating these criteria, rather than coming up with new criteria, it's time to go on to the next step. You may only have dis-

cussed a few of the ideas on the list at this point, but don't worry. You'll cover them all eventually.

7. You may want to take a little time to organize your list of criteria at this point--lumping some together, deciding others really aren't important, deciding which are THE MOST IMPORTANT criteria that the ideas should meet in order to be included in your project.
8. Now, go through all the ideas, throwing out those that don't meet your criteria. If there's serious disagreement in the group about whether they meet the criteria, leave them in with a question mark by them to indicate that the idea is questionable but deserves further consideration.
9. Depending on how garbaged up your list looks by now, you may want to have someone redo it neatly and legibly so it's easier to see and work with. It should be redone on posting sheets and posted, just like the previous list, around the room so everyone can see it.

## CATEGORIZING

1. Now that you have a condensed list of ideas that appear to be in the ballpark of the project everyone has in mind (though remember, each person's conception of what the project will be like is still pretty fuzzy and they're all different!), you can start lumping the ideas into categories.
2. This is a pretty sticky operation, because there are a million ways of dividing up the world mentally. Take it wasy and just aim for some rough categories at first.
3. Everyone should stare at the list for a few minutes, perhaps jotting down some three or four categories that the ideas seem to fall into.

4. Then each person should write down on a separate posting sheet the walls.
5. Next, each person should explain ideas falling out into these categories. Members of the group may want to clarify each presenter's thinking, but no one should evaluate the categories.
6. Some new possible sets of categories may be suggested by this process. Get them down and explain them, too.
7. Once you've got the categories, go through them to understand them fairly well. Two or three seem to satisfy you, at least on the surface.
8. Then, using one of the categories, go through the entire list of ideas, assigning each to the most appropriate category. Take a separate sheet for each category, and try to fit each idea into the category on the sheet. If you may find very early in this process that a system isn't working very well, try another system and try the next most likely system so it does work. One system isn't working well is not a problem; ideas are being relegated to a "miscellaneous" sheet. That means you may need a different set of categories or you need a different system. You will encompass more of your ideas by telling if your category system is working. You may have a lot of ideas that can't fit into any of the general headings. That indicates that your categories aren't broad enough or that some ideas are in the wrong places.
9. It may be necessary at some point for one or two people to go out and reorganize and clarify things. You're dealing with matters of consistency and consistency, to have a system

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4. Then each person should write their categories down on a separate posting sheet and tape these to the walls.
5. Next, each person should explain why he sees the ideas falling out into these "natural" lumps. Other members of the group may want to ask questions to clarify each presenter's thinking and his own. But no one should evaluate the categories at this point.
6. Some new possible sets of categories may be stimulated by this process. Get them up on posting sheets and explain them, too.
7. Once you've got the categories up and everyone seems to understand them fairly well, decide which one or two or three seem to satisfy everyone the most, at least on the surface.
8. Then, using one of the category systems, go through the entire list of ideas, assigning each idea to the most appropriate category. To do this, make a separate sheet for each category, and list the ideas that fit into the category on the appropriate sheet. You may find very early in this process that the category system isn't working very well. If so, drop that system and try the next most likely one. Or modify the system so it does work. One way of telling if the system isn't working well is if too many of the ideas are being relegated to a "miscellaneous" or "unclassifiable" sheet. That means you either need more categories or you need a different set of categories that will encompass more of your ideas. Another way of telling if your category system is adequate is if you have a lot of ideas that can be classified under several headings. That indicates that either your categories aren't broad enough or they've sliced the pie in the wrong places.
9. It may be necessary at some point during steps 7 and 8 for one or two people to go off by themselves and re-organize and clarify things. It sometimes helps, when you're dealing with matters that require logic and consistency, to have a single head pull things to-

gether and then present his conclusions to the group for further work. If for instance several of the sets of categories dreamed up under steps 3,4,5, and 6, seem to overlap and need to be worked together to form a single category system, it would probably be cumbersome for the whole group to work out the system together. One person with a head for such tasks could work it out along and then explain the composite system to the group, which would then probably make a few further modifications.

10. Once you've lumped your ideas into some categories that seem to make sense to everyone, you've got your base for setting clear, precise objectives for the project and for elaborating on the details of the project. You'll probably throw this "organization" plan away before long--not how many reorganizations and rearrangements we went through in the section on Organization in this book--but this categorized list of ideas at least gives you a base to work from.

## DEVELOPING OBJECTIVES

1. By now, you've done a heck of a lot of thinking about what you want your project to be--what's in the ballpark, what's out of it, and how those things that are in it are related to each other. You're ready to develop clear objectives for the project.
2. Objectives, or goals, can be very general or very specific or anything in between. For instance, a general objective might sound something like this: "Provide opportunities for the citizens of Boulder to learn about the environmental problems of Boulder." A specific (but not as specific as possible) objective would go like this: "Set up and man a booth on automobile-produced air pollution in Boulder." It's best to stick to the general objectives at this point.

3. To develop your objectives, s ideas, your categories, and y taining or throwing out ideas tell you about what you want project?
4. It might be best for one or t the objectives as they see th these to the whole group as a visional set of objectives des a specific thing to criticize (if they're good enough) appro
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## ELABORATING YOUR PLANS

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  - b. Possibly do some further s gory and some subcategoriz
  - c. Brainstorm resources (huma time, space) for carrying category.

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3. To develop your objectives, simply look at your ideas, your categories, and your criteria for retaining or throwing out ideas. What do these things tell you about what you want to accomplish in your project?
4. It might be best for one or two people to write up the objectives as they see them. They should present these to the whole group as a "straw man"--a provisional set of objectives designed to give the group a specific thing to criticize, elaborate, modify, or (if they're good enough) approve as written.
5. Once the group has critiqued the "straw man" objectives and a revision of them, satisfactory to the group, has been made, they should probably be written up neatly and duplicated. These objectives serve two purposes: one is to keep the group itself on the right track, with a clear idea of what its goals are; the other is to give outsiders or people you want to join the project an idea of what it's all about.

## ELABORATING YOUR PLANS

1. Things begin to get a little muddy now, and the precise strategies to follow are not so clear. As you elaborate your ideas and plans of action, you may want to use all of the procedures described above and many more.
2. One possible way to begin to elaborate your plans is the following:
  - a. Brainstorm each category of ideas, one at a time, adding new ideas within each category and embellishing on the ones already included.
  - b. Possibly do some further sorting within each category and some subcategorizing.
  - c. Brainstorm resources (human, material, financial, time, space) for carrying out the ideas in each category.

- d. Do a "force field analysis" on the ideas in each category: that is, list all the things that will help to accomplish an idea down one side of a posting sheet; list all the things that will hinder accomplishment of the idea down the other side of the sheet; then, see if some of the helps can cancel out some of the hinders; and finally outline a plan of action for overcoming the hinders by use of the helps.
- e. Eliminate some of the ideas that appear, on this closer inspection, to be impossible or just too much hassle.
- f. Leave in a few "impossibles" just to give your work some challenge and to find out if you can, beyond your wildest dreams, accomplish the impossible.

TIME TO GET ORGANIZED AND BEGIN DOING RATHER THAN DREAMING--go on to next section

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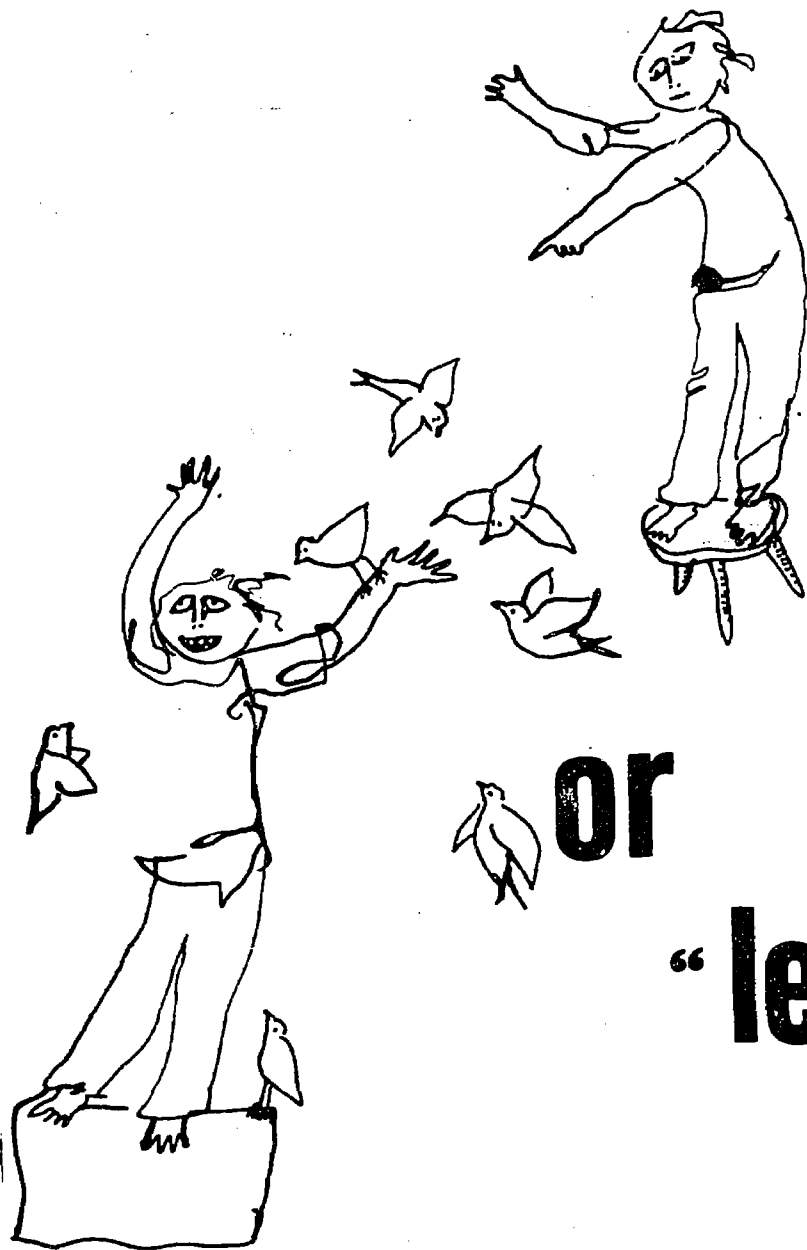
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When asked "What aspect of the fair seemed to go most smoothly for you?" on the post-fair questionnaire, Jon said, "Dreaming up the idea was the easiest part; after that it was all uphill."





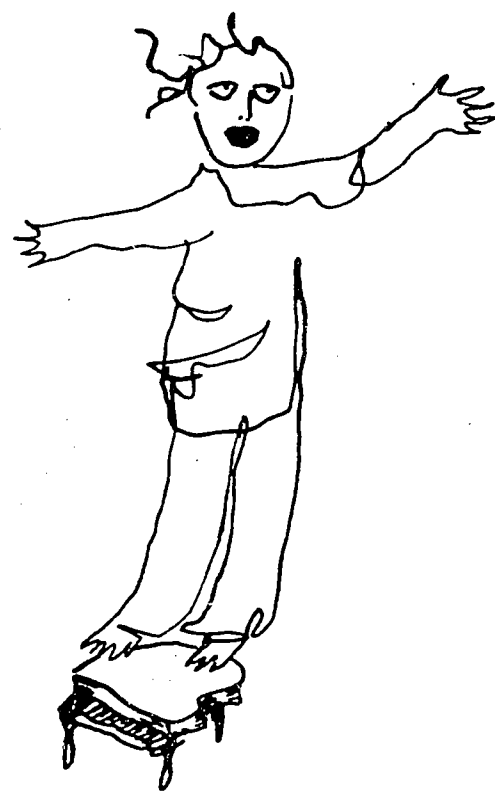
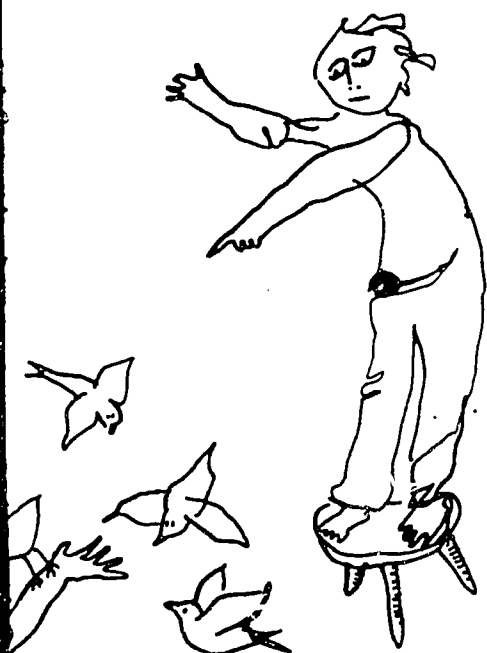
getting

organ

or

“let it flow”

# getting organized



or  
“let it flow”

There was a constant tension all the project long between the "Let It Flow" people and the "Organized" people.

The "Let It Flow" people said:

Let's not get hemmed in by "structure" and bureaucratic routine. That kills creativity, which we're gonna need lots of. If you pre-structure your ideas about the fair, that will limit what can happen. It will keep people from thinking up neat things not included in our original plans. We shouldn't jam things into preconceived, prestructured cubby holes. Relax a little! Open yourself up to some surprises!

You shouldn't worry about how we're going to get everything done. Loosen up. Things will fall into place if we let them. Don't push so hard, or you'll break those fragile creative ideas. Have a little faith that things will fall into place!

If we get hung up on schedules, procedures, paperwork, deadlines, and such bureaucratic routines, it will take the fun and the humanness out of the project. People will spend all their time on that stuff and never get out and talk with people, communicate what's going on, and get people enthusiastic about the fair. They'll worry about getting some formal report done on time, rather than communicating what they're doing informally and humanly. It will make people uncooperative and unhelpful to each other--they'll get hung up on the "my job, your job" bit. "Clear division of labor" and detailed procedures won't make people work hard and be responsible. What makes people dive in and produce is enjoyment of their work. We should make work on the fair fun, creative, fulfilling, and relaxing.

The "Let's Get Organized" p

Sure, we want to be creative and do everything. At some point, which goals we want to achieve, we haven't got an endless list. If we spend all our time flitting about ideas and flitting about completing any task, not putting creative ideas into an organized form, what good is our creativity? Just "a good idea," the time we've got to choose "the best ideas" we're going to have, and things real and tangible.

Things don't always "just happen," then why bother at all? Sure, some things do happen without us at all? Sure, some things that's great--we hope we can get from the blue." But so many things happen. We don't worry about fragile creative ideas just lying around o

We're not saying "build a structure" we're suggesting is that communication. For instance, asking on what aspects of your questions answered or bother. And if task avoid the frustration of each others efforts, and less confusion and irritation. Also, if you're organizing of what's already been done to be done. That means where to exert the group

constant tension all the project long between the "Let It Flow" people and the "Let's Get Organized" people.

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Don't worry about how we're going to get things done. Loosen up. Things will fall into place if we let them. Don't over-organize, or you'll break those fragile ideas. Have a little faith that things will fall into place!

Getting hung up on schedules, procedures, deadlines, and such bureaucratic stuff will take the fun and the humaneness out of the project. People will spend more time on that stuff and never get to work with people, communicate what's going on, and get people enthusiastic about the project. They'll worry about getting some work done on time, rather than communicating what they're doing informally and that will make people uncooperative and hostile to each other--they'll get hung up on "my job, your job" bit. "Clear division of labor" and detailed procedures won't help people work hard and be responsible. People who dive in and produce is enthusiastic about their work. We should make work fun, creative, fulfilling, and

The "Let's Get Organized" people countered:

Sure, we want to be creative, too. But we can't do everything. At some point we've got to choose which goals we want to spend our energy on. We haven't got an endless supply of energy, you know. If we spend all our time being "open" to creative ideas and flitting about from this to that, never completing any task, never developing any of the creative ideas into an activity for the fair, then what good is our creativity? If it always remains just "a good idea," then what's the point? Sometime we've got to choose which of all those "good ideas" we're going to home in on and turn into something real and tangible.

Things don't always "just fall into place." If they did, then why bother at all about the fair. Won't it just happen without our putting out any effort at all? Sure, some things do "just happen." And that's great--we hope we get lots of those "gifts from the blue." But some things you have to make happen. We don't worry so much about breaking fragile creative ideas into pieces as about leaving them lying around on the shelf gathering dust.

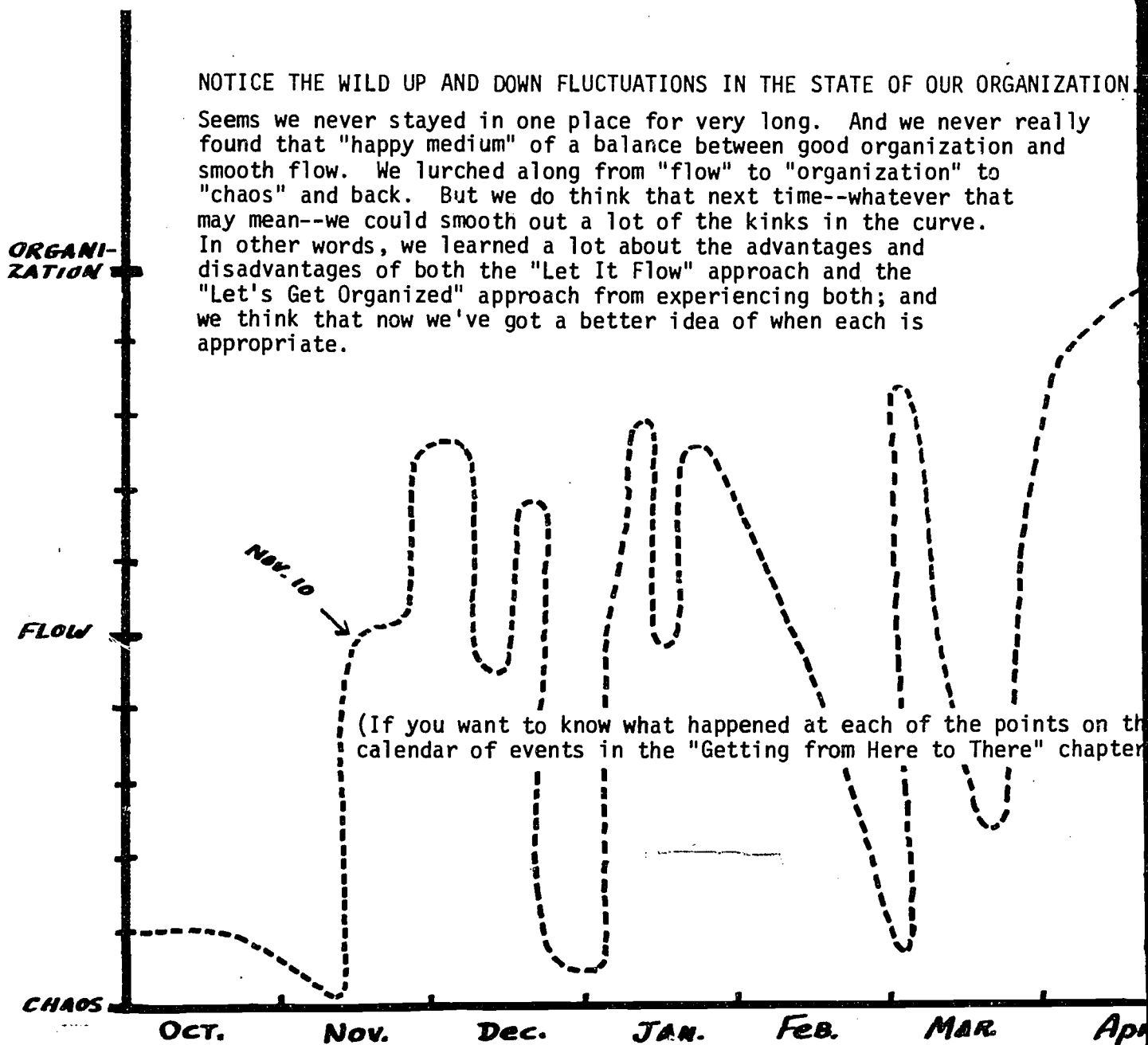
We're not saying "build a giant bureaucracy." All we're suggesting is that organization can help communication. For instance, if you know who is working on what aspects of the fair, then you can get your questions answered quickly, with no mess, fuss, or bother. And if tasks are clearly divided, you avoid the frustration and waste of duplication of each others efforts, and sometimes creating hopeless confusion and irritation in the process. Also, if you're organized, then you got a good idea of what's already been done and what still needs to be done. That means you can easily decide where to exert the group's efforts next--who needs

help and when. And maybe "clear division of labor" and deadlines and schedules and such won't make people work harder directly; but they can make the task more enjoyable. By pacing the work and dividing it up evenly, you keep people from getting overworked and tired and hyper and bitchy. If we don't get organized, we'll probably end up in a frantic panic at the last minute, trying to pick up the jobs that were left undone because they just sorta "fell between the cracks." Then we'll be screaming and yelling at each other. What happens to your fun, creative, fulfilling, relaxing atmosphere then?

NOTICE THE WILD UP AND DOWN FLUCTUATIONS IN THE STATE OF OUR ORGANIZATION.

Seems we never stayed in one place for very long. And we never really found that "happy medium" of a balance between good organization and smooth flow. We lurched along from "flow" to "organization" to "chaos" and back. But we do think that next time--whatever that may mean--we could smooth out a lot of the kinks in the curve.

In other words, we learned a lot about the advantages and disadvantages of both the "Let It Flow" approach and the "Let's Get Organized" approach from experiencing both; and we think that now we've got a better idea of when each is appropriate.

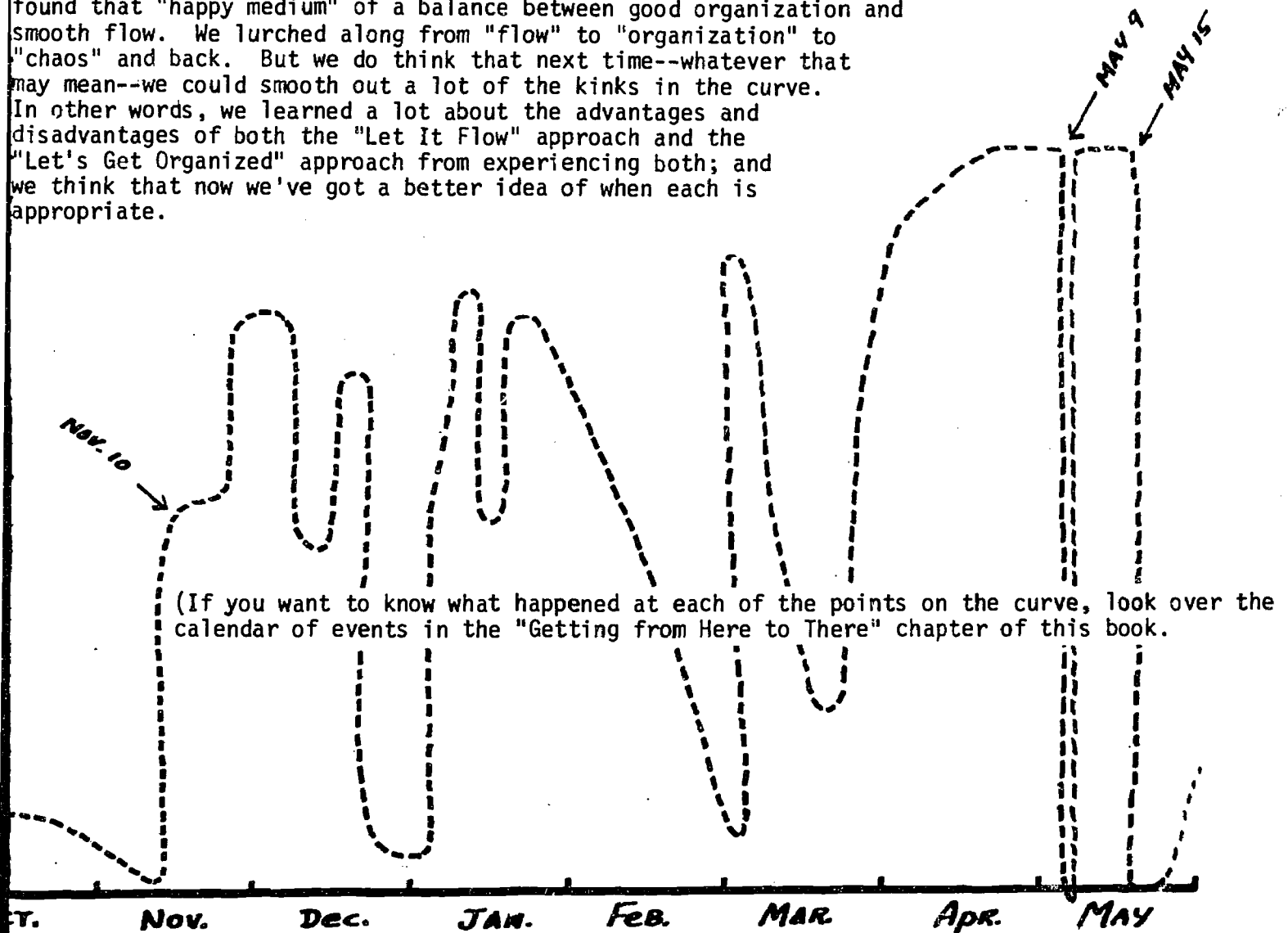


THE UPS AND DOWNS OF B.E. ORGANIZATION

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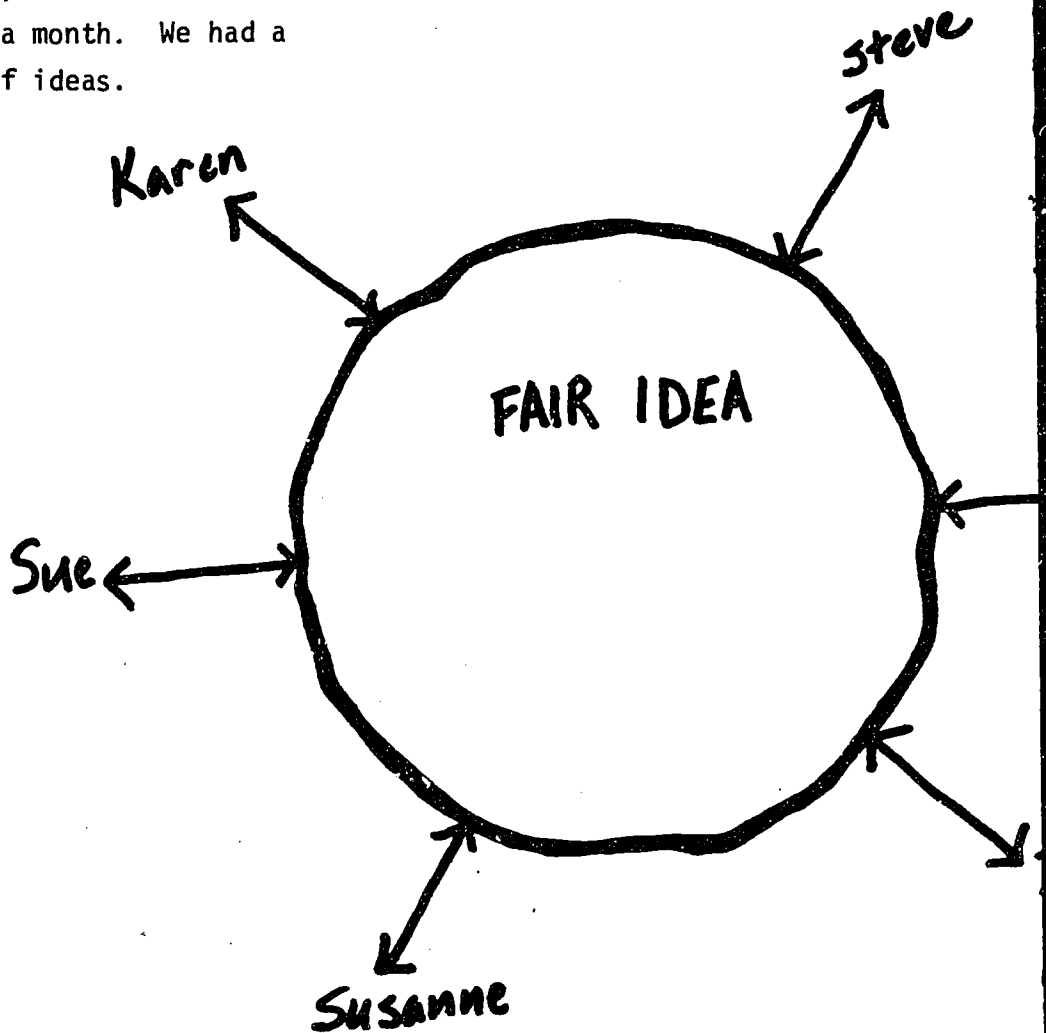
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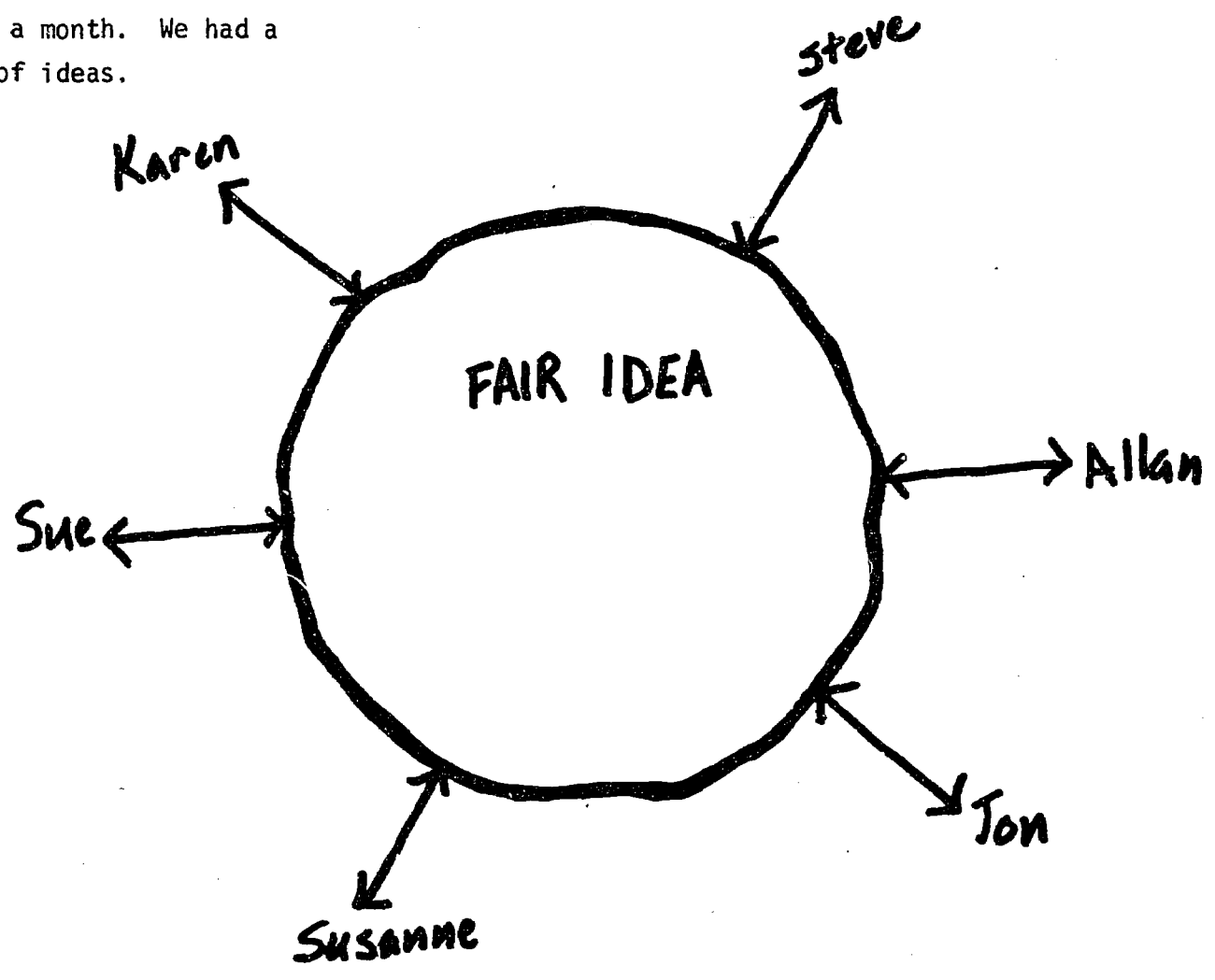
THE UPS AND DOWNS OF B.E. ORGANIZATION

Originally we had no organization.  
This SAD(MESS) state of affairs  
lasted about a month. We had a  
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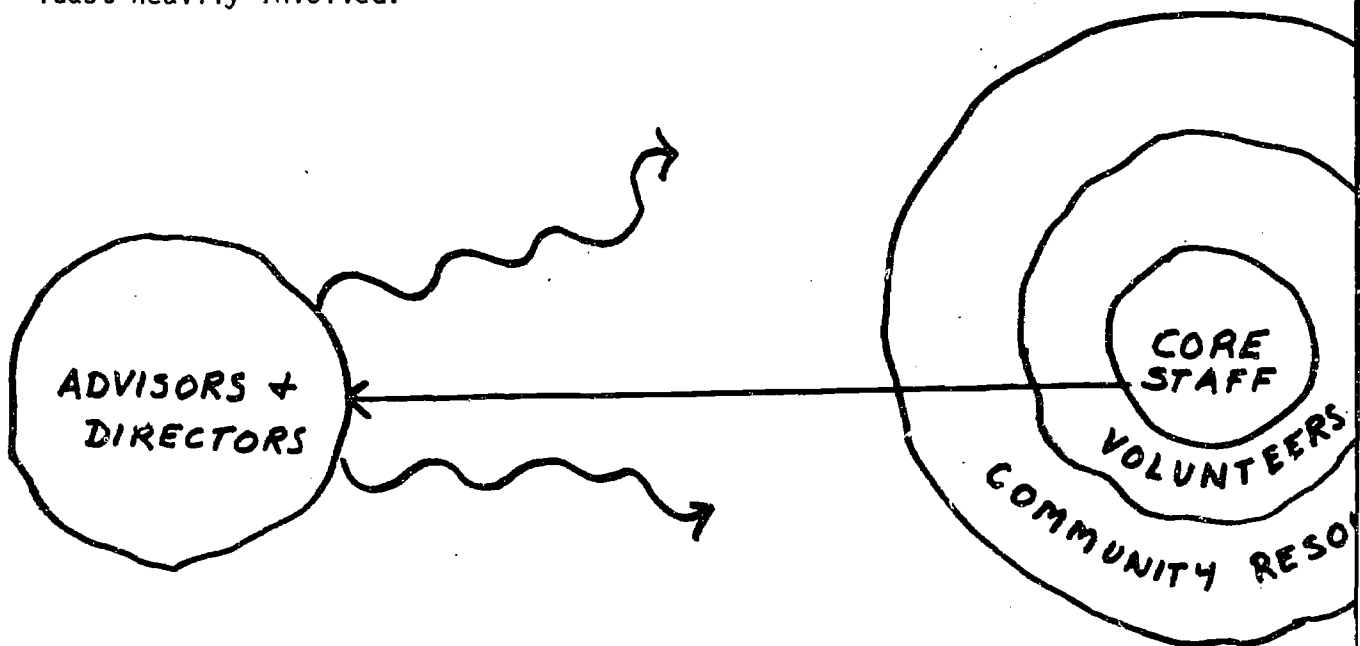


We developed two kinds of organization--or you might call it two levels of organization. There was the "macro" or big, overall organization. That included the overall division of labor and the schedule of major deadlines. Then there was the "micro" or little, nitty-gritty organization. That included the subdividing of the major divisions of labor into very specific, down-to-earth, limited tasks and the day-to-day scheduling for getting those little steps done.

The "macro" organization was something we all had to put our heads together on as a team to work out. We found ourselves doing and redoing our "macro" organization up until about two weeks before the fair. One reason we kept having to redo our overall organization was that we just plain weren't very skilled at thinking up appropriate ways to slice up the work. Another reason was that the fair idea, involving so many diverse people with diverse ideas about the fair, was very slippery and kept changing right under our very noses. A third reason we had to redo our organization chart so often was that none of us were very good at sticking to our own tasks and letting others do theirs--we all wanted to be right in the middle of everything, getting our fingers and our ideas into everyone else's areas.

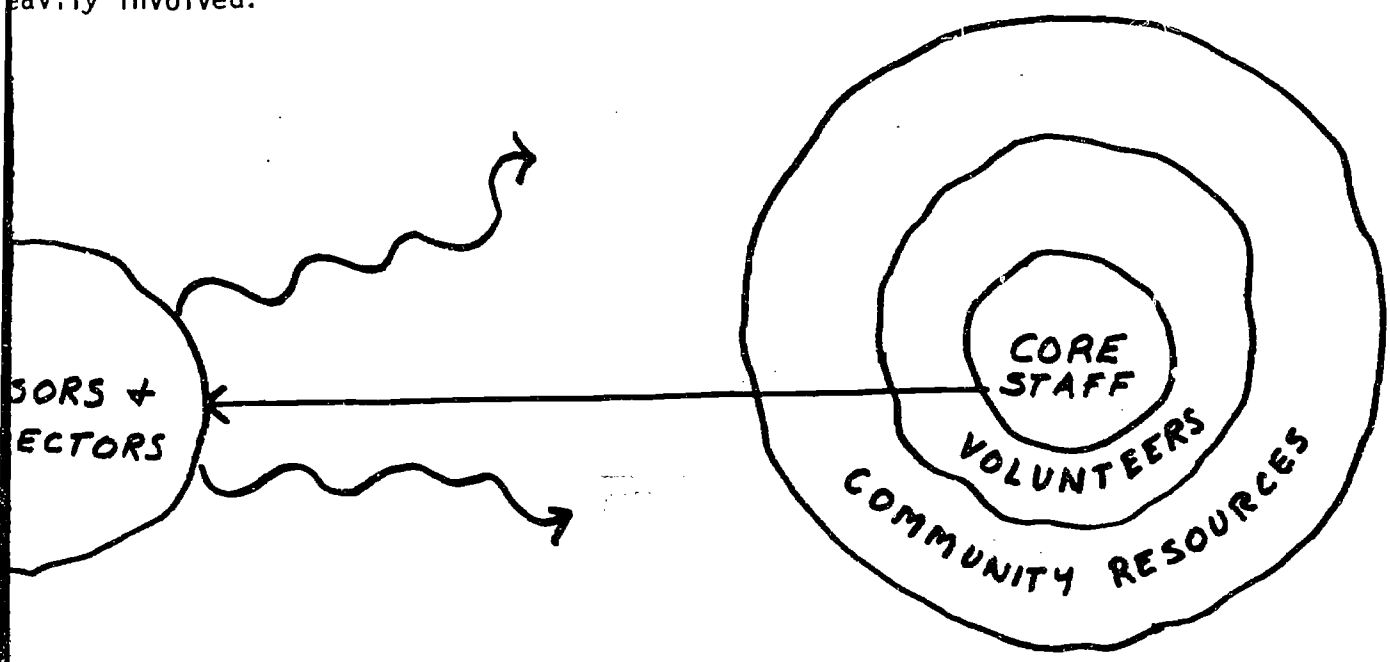
Our "macro" organization developed somewhat like this, as near as we can piece it together:

As the Fair began to take shape and more people got involved, we found we needed some way of coordinating them and developed a very loose organization based on "degree of participation." The "Core Staff" in the middle were the heaviest participators, the volunteers middle-range participators, and community resources in the outer ring the least heavily involved.



Note that the Advis  
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Note that the Advisors and Directors kept trying to get into the act, but the Core Staff sorta held them at arms' length.

BESIDES ORGANIZING OURSELVES  
WE HAD TO ORGANIZE OUR IDEAS.  
THIS IS ONE OF OUR FIRST AND  
MOST BASIC IDEA ORGANIZATIONS.

### BOULDER EXPERIMENTS

A Community Fair to be Held on May 12, 13, and 14

### THE FUTURE

What will Boulder be like tomorrow? next year? in the year 2001?

### PHYSICAL AND SOCIAL ENVIRONMENT

The experiments conducted during the fair will fall into many categories covering both physical and social aspects of life in Boulder:

#### Physical

Transportation  
Land Use and Zoning  
Economic Activities  
Population  
Structures  
Waste Handling--Recycling  
Energy

#### Social

Education  
Communication  
Economic Activities  
Population  
Participation  
making  
Life Styles  
Cultural Life

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Social

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Population  
Participation, Decision-  
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Life Styles  
Cultural Life

THIS WAS NOT A TERRIBLY REALISTIC  
PLAN, ALTHOUGH IT SEEMED SO AT THE  
TIME. THIS IS AN INTELLECTUAL PLAN  
AND NOT A WORKING ONE.

B.E. COUNCIL  
Advice and P.R. help

SADMESS AD CTTEE  
Advice and P.R. help

COORDINATION

S.E.S. Pool Jan R

1. space arrangements
2. equipment arrangements
3. scheduling
4. permits (lawyer consult)
5. clean-up (coord. with waste-handling committee)
6. trouble shooting (1)

P.R. Men Allan H.

1. advertising
2. complaints
3. trouble shooting (2)

School Coordination Karen W

1. get ideas from teachers and students
2. give ideas to teachers and students
3. overall coordination of school involvement
4. coordinate schools with other committees
5. help with designing school activities, carrying them out
6. trouble shooting (3)

SADMESS STAFF

1. overall planning
2. coordinate and help out overall
3. trouble shooting
4. bug and entice people
5. pull final reports together

At one point, in a fit of panic, we got SUPERorganized and came up with this fancy division of labor. It lasted about three and one-half hours in practice. However, some of the ideas in it proved useful later on.

EVALUATION Susanne T

1. design
2. recruit help to carry out plans for evaluation
3. interpreting results
4. working out strategies for involving schools in data gathering and interpretation
5. trouble shooting (5)

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1.  
2.  
3.  
4.

1 SADMESS staffer to coordinate each of five areas above.  
1 non-SADMESS staffer to be committee head for each of five areas above.  
1 sub-committee head for each content area under (4).  
Other personnel, assistants to be determined by committee head and SADMESS s

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CONTENT

- Man-Made Structures
- Natural surroundings
- Movement
- Human in-take
- Waste handling
- Planning
- Social Intercourse

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Allan H.  
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EVALUATION Susanne B

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5. trouble shooting

Each of the above committees will have these tasks:

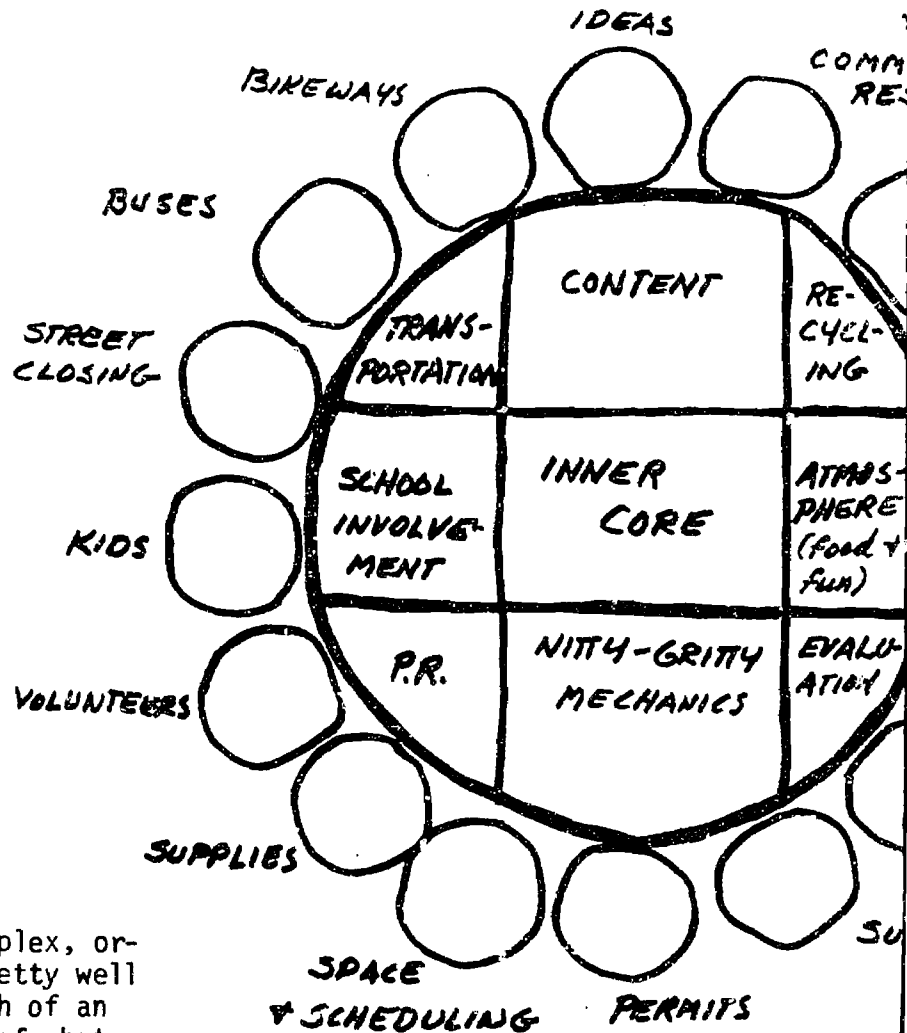
1. recruitment of people to do activities
2. selecting from volunteer proposals, if necessary
3. helping work out activity plans; assuring coordination with S.E.S. Pool, schools, other content areas; assuring legal requirements met
4. trouble shooting

SADMESS staffer to coordinate each of five areas above.  
non-SADMESS staffer to be committee head for each of five areas above.  
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sonnel, assistants to be determined by committee head and SADMESS staffer.



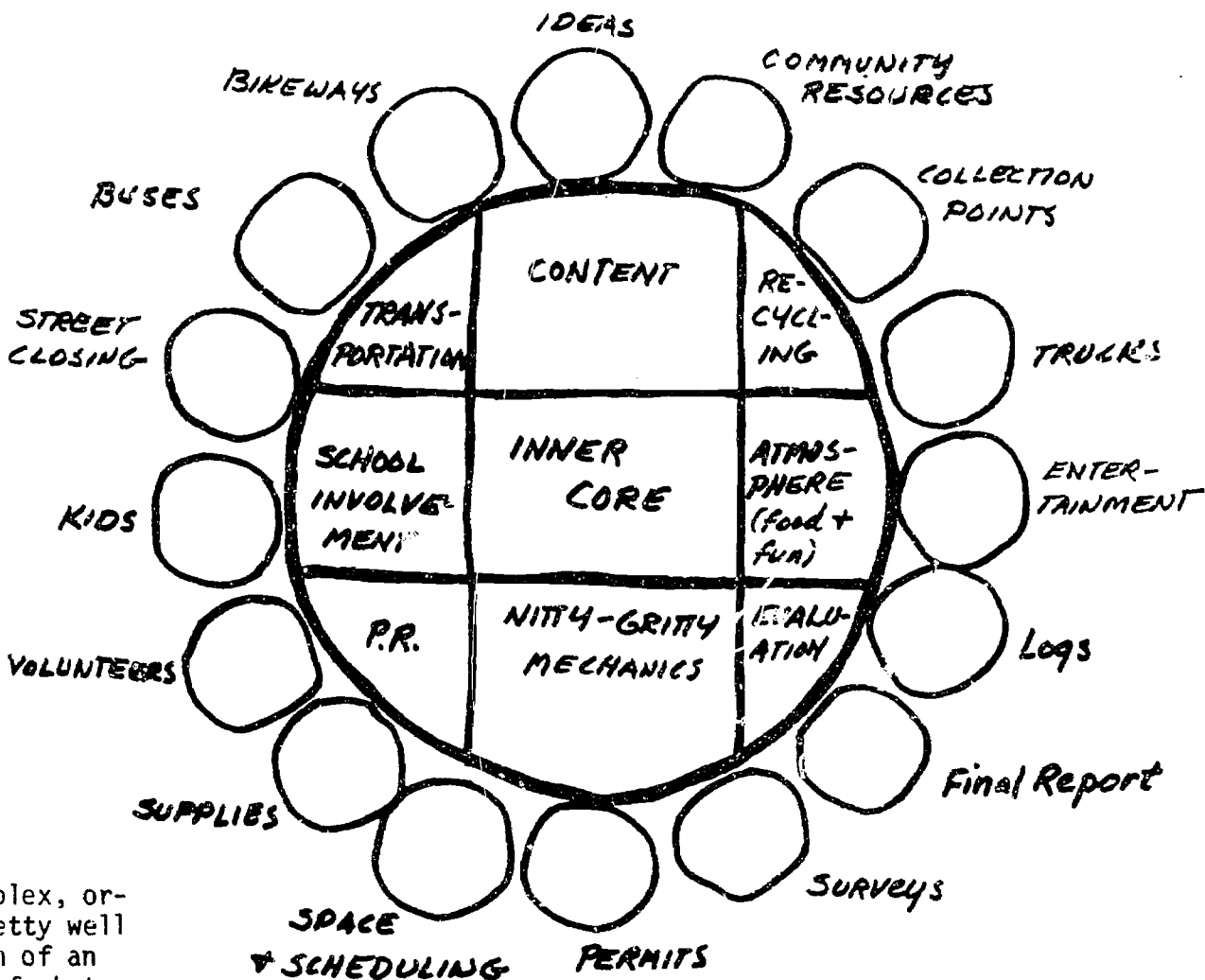


After our attempt to use a grandiose table of organization proved futile, we reverted to a less formal concept. The boxes in the inner circle represent the major areas that needed overall coordination. The circles tacked on around the edges represent some of the big tasks related to the general areas in the boxes.



This rather vague, though complex, organization actually worked pretty well for a time. It gave us enough of an overall picture in our minds of what was going on and what had to be done to keep us all generally working in the same direction.

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UPON BEING "WAKED UP" BY THE DOWNTOWN BUSINESSMEN TO THE NECESSITY FOR GOOD ORGANIZATION, WE REFINED OUR ORGANIZATION, WHICH WE VISUALIZED IN SOMEWHAT THE FOLLOWING MANNER:

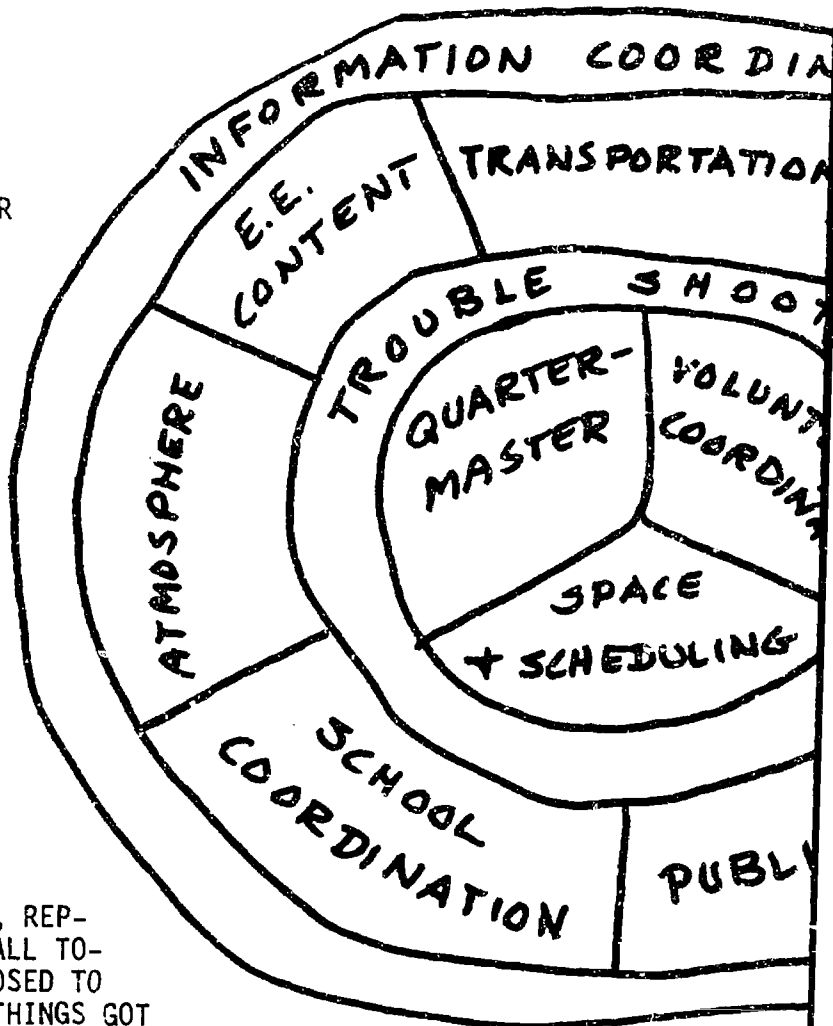
THE INNER CIRCLE CONTAINS THE THREE MAJOR AREAS OF "SUPPORT SERVICES"--THESE ARE THINGS THAT UNDERPINNED AND FED INTO THE TASKS IN THE OUTER CIRCLE.

RINGING THESE SUPPORT SERVICES WERE THE TROUBLESHOOTERS--THE GUYS THAT FILLED IN THE CRACKS, DASHING FROM TASK TO TASK HELPING OUT IN EMERGENCIES AND DOING THINGS THAT WEREN'T ASSIGNED TO ANYONE ELSE SPECIFICALLY.

AROUND THE TROUBLESHOOTERS ARE MAJOR "SELF-CONTAINED" COORDINATION AREAS. THE WORK IN EACH OF THESE AREAS COULD BE CARRIED OUT WITHOUT MUCH DIRECT INTERACTION WITH THE OTHER AREAS IN THIS OUTER CIRCLE. WHAT COORDINATION WAS NEEDED BETWEEN AREAS IN THIS CIRCLE WAS USUALLY DONE THROUGH ONE OF THE SUPPORT SERVICES IN THE INNER CIRCLE.

THE OUTER RING, INFORMATION COORDINATION, REPRESENTED OUR ATTEMPT TO GLUE THE WHOLE BALL TOGETHER. THE INFO COORDINATORS WERE SUPPOSED TO KNOW WHAT EVERYONE WAS DOING, MAKE SURE THINGS GOT DONE ON TIME, DIRECT PEOPLE WHO HAD QUESTIONS OR NEEDED HELP OR WANTED TO HELP TO APPROPRIATE COORDINATORS, AND GENERALLY KEEP THE BALL ROLLING SMOOTH.

YOU MAY HAVE WONDERED WHY THE ADVISORY BOARDS AND THE DIRECTORS ARE JIGGLING AROUND OUTSIDE THE ORGANIZATIONAL CIRCLE. WE NEVER REALLY USED THEM AS WE SHOULD HAVE. THEY WERE ALWAYS TRYING TO GIVE US SUGGESTIONS AND GET A HANDLE ON WHAT WE WERE DOING--BUT WE WERE VERY SNOBBY TO THEM, USUALLY.



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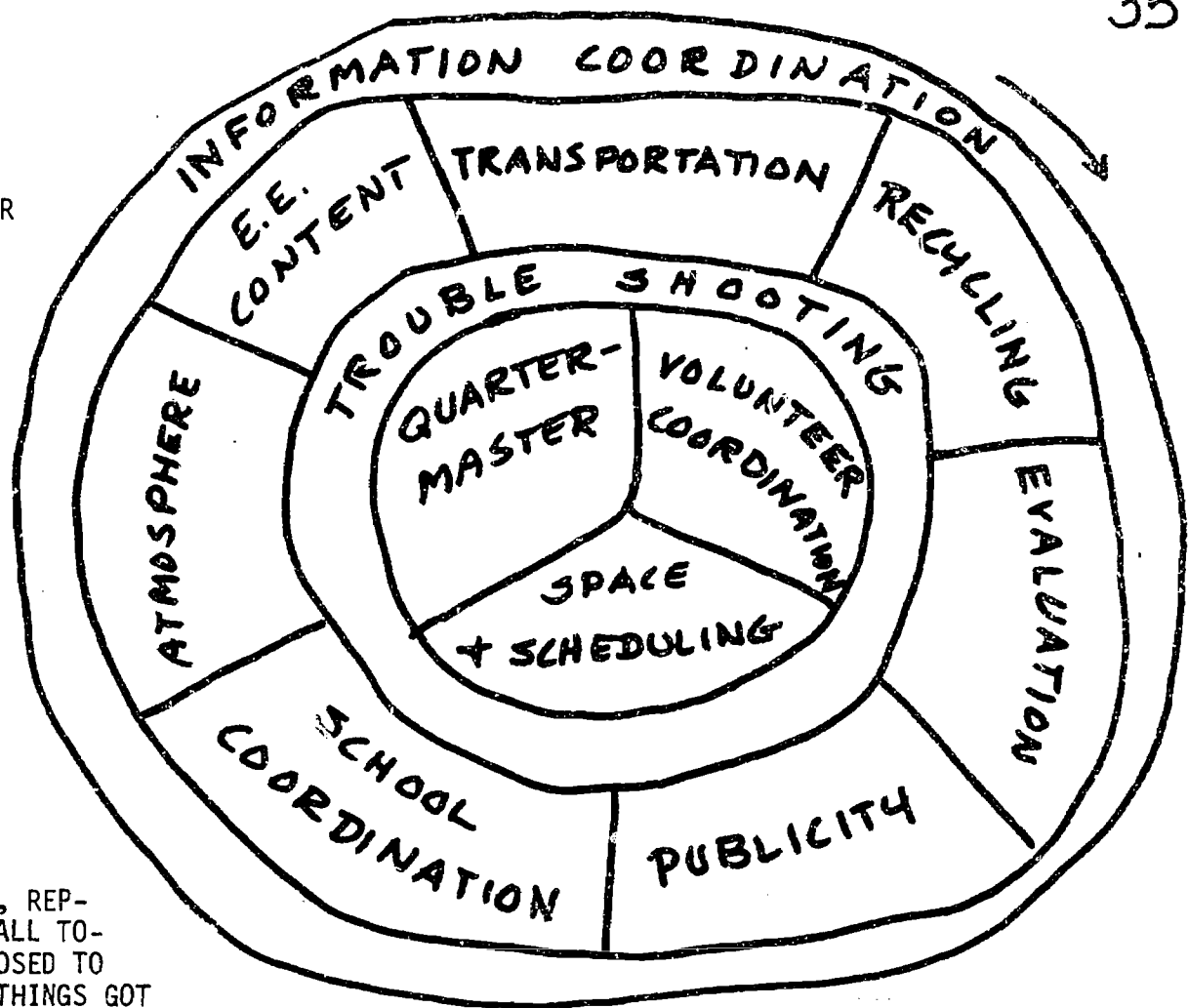
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WE DID, HOWEVER, FINALLY GET OUR REAL ORGANIZATION LOOKED ACTUALLY WAS DOING WHAT MAJOR COMMUNICATIONS CHANNELS WERE THING TOGETHER.

JIM DAVIS, AN SSEC STAFF MEMBER DOING THIS SORT OF THING, HE WHAT OUR WORKING ORGANIZATION ABOUT TWO WEEKS BEFORE THE R OVER, WE WERE ABLE TO "SPRUE" MORE, FOR WE COULD SIT BACK AND DONE "FROM A DISTANCE."

LOOKS MIGHTY TIDY AND IMPRESSES CONTAIN THE MAIN "LUMPS" OF DID THEM. THE DOTTED LINES MOST FREQUENT LINES OF COMMUNICATION CAN TELL.

BUT REMEMBER, THIS IS AN ABSOLUTE EVERYBODY WAS COMMUNICATING AT ONE TIME OR ANOTHER--THESE LINKS. AND, ACTUALLY, MOST HELP MOST EVERYBODY ELSE AT THESE ARE JUST THE GENERAL

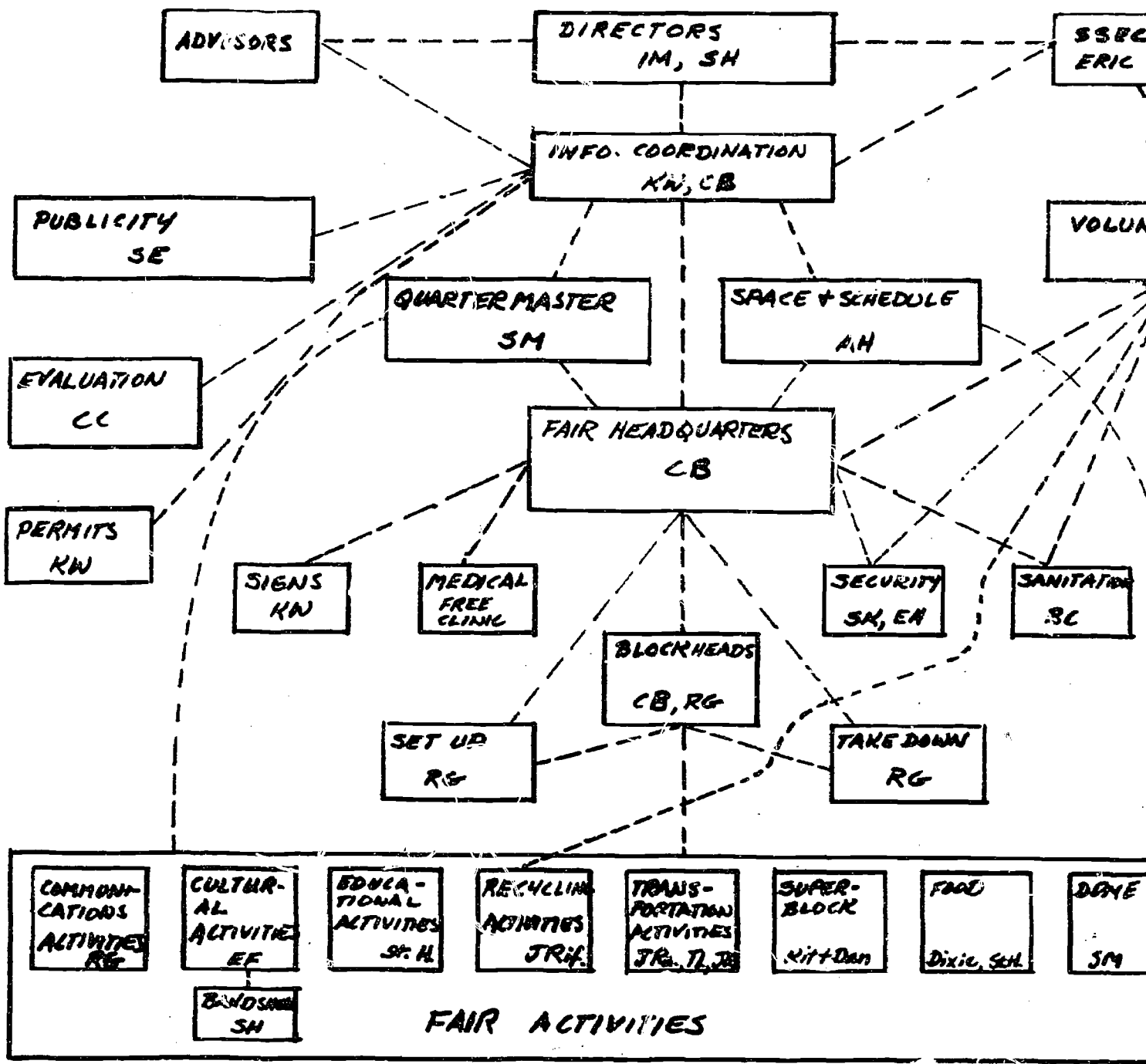
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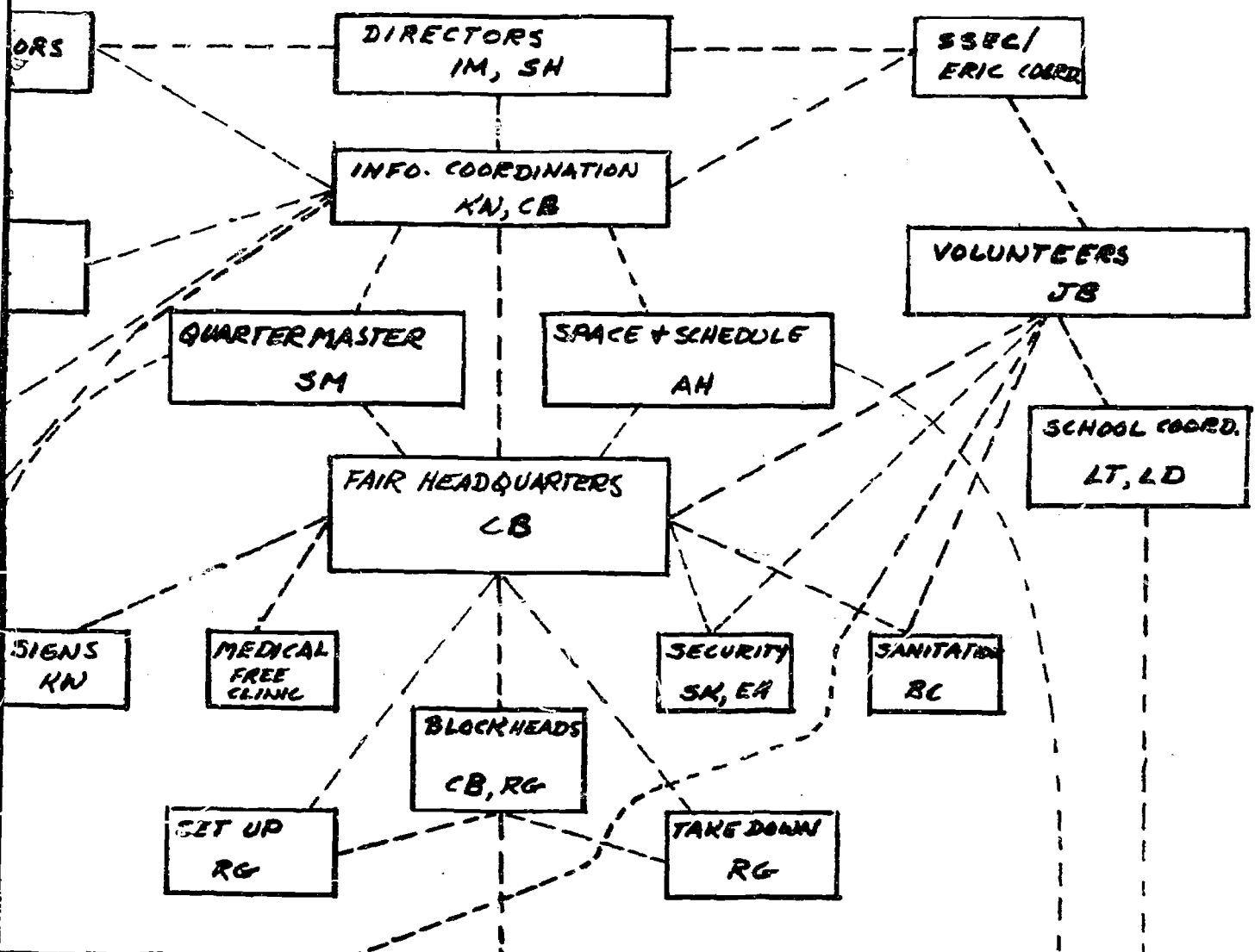
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B. E. ORGANIZATION  
MAY 1972

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FAIR- ACTIVITIES EF	EDUCA- TIONAL ACTIVITIES SH, H	RECYCLING ACTIVITIES JR, F	TRANS- PORTATION ACTIVITIES JR, TL, B	SUPER- BLOCK Ritt-Dan	FOOD Dixie, SH	DONE SM	OTHER EVERYONE
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FAIR ACTIVITIES

B. E. ORGANIZATION  
MAY 1972

(The initials in each box indicate who was in charge.)





We really didn't get into "micro" organization until we were thrown into a state of acute shock by the Downtown Businessmen's Association. After that, though, we got pretty good at figuring how to divide up giant tasks into little steps, day-by-day, and week-by-week, allotting those little steps among the available manpower, and scheduling the steps so that, if need be, things got done in the proper sequence.

Our "BE In-house Newsletter" was one way of handling the "micro" organization. One of the core group would spend a little time figuring out what needed to be done in the coming week. Then we'd all meet and divy up the tasks. And then someone would type it all up and give copies to everyone involved.

As the fair approached, we developed a loooooong master list of tasks that needed to be done with spaces for checking off the tasks as they were done and with job assignments. Though the check off spaces rarely got used, the tasks themselves did get done and the master list was instrumental in making clear to everyone what specific things had to be accomplished by the time of the fair.

The Nitty-Gritty section of this book contains lots more information on our "micro" organization.

# BE IN-HOUSE NEWSLETTER

WEEK OF APRIL 10-14

Vol. I, No. 1

1. Presentation to Downtown Businessmen's Exec Council Friday, April 14, same time same place. Focus on (1) downtown parking and (2) map of exhibits and activities--- how much space do we actually need?

2. Parking: John and Jon, with help of Kit and Dan

- a) downtown: determine which parking lots we want to use (probably banks will be enough)  
find out who owns them  
appointment with president/owner to ask if may use during the fair  
(Steve H. will arrange appointments; someone else will visit)  
follow up with letter of confirmation ("This is to confirm our conversation of the \_\_\_\_\_ in which you agreed to keep your parking lot(s) open during ~~May~~ the evening of May 12, and all day and evening on the 13th and 14th, for use by people who attend the Boulder Experiments fair. We want to thank you very much for your cooperation--blah blah blah. Would you please initial the enclosed carbon copy of this letter and return it to us for our records.")
- b) outlying: call school principals and churches to ask if can use their parking lots as collection points for buses.  
send letter of confirmation, as above.

3. Downtown space requirements: Allan, Chris, (Steve, and Steve)

- a) go through commitments and figure out what finds of facilities, space, and time requirements are appropriate for each activity (For those which are not clear, have coordinator call and pinpoint) [Monday-Wednesday]  
b) decide on whether or not to group, and which things to group [Thurs-whole bunch of us discuss]  
c) ~~beginning~~ mapping - Thursday  
d) make big map and handout maps (transparency?)

4. Firming up existing commitments: Allan, Chris, and all coordinators

- a) get commitment forms filled out for all existing commitments  
b) if done over phone, send copy of form as filled out to person who's doing the activity accompanied by letter: "Enclosed is a copy of the commitment form we have filled out for your activity for the Boulder Experiments fair. We would like you to check over it."

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5. Continue getting additional commitments: everybody

- a) be sure to give note to Allan about new things to add to the commitment list

**6. Boulder Systems section: Sue H., Steve H., and Steve M.**

Tuesday afternoon when Sue's here you three will go over her ideas for this group of activities and plan your tasks for getting them pulled together during the rest of the week.

**7. Evaluation: Karen**

This week Karen will try to firm up some of the plans and people-commitments on evaluation.

**8. Equipment and building supplies: Steve M. and Arlan**

- a) Steve set up appointment to go down to government surplus (maple surplus?) place in Denver to find out (1) what they've got that we might want, (2) what procedures we have to go through to get it, and (3) how long it takes.
- b) As Allan and crew go over commitments list to figure out space requirements, begin making up "shopping list" for things we'll need to purchase, scavenge, etc.

**9. Publicity: Karen and Vicki**

- a) flier to hand out Wed. at tour of downtown
- b) more detailed planning of publicity strategy--get helpers for specific tasks
- c) how to handle Rifkin's recycling instructions

**10. Transportation: John and Jon**

- a) contact another insurance company to get competitive bid (with more specific info, maybe they'll go lower?)
- b) begin contacts with drivers? (Maybe this can wait til next week.)
- c) Find out maintenance and gas costs for the 12 buses
- d) Work out routings with PSC? (Maybe this can wait til next week?)
- e) Get other transportation activities (incl. bike rally) together

**11. Insurance waiver for volunteers to sign: Steve M. and Irving**

- a) tackle Irving and ask him to get on the horn to SSEC lawyer, find out about insurance coverage for volunteers, how we should word waiver for them to sign--if we go the waiver route.

**12. Volunteer captain: Allan? and Paggie?**

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12. Volunteer captain: Allan? and Reggie?

- a) make list of jobs for which we'll need volunteers around time of fair
- b) make list of volunteers and indicate which jobs they would be willing to do (include their phone numbers!)

13. Orientation for volunteers and coordinators? is there some better way than just the "introduction for new volunteers" at the weekly meetings to inform everybody about the general outlines, sponsorship, etc. of the fair project?



BOULDER EXPERIMENTS

--THINGS TO DO--

Date Due Date Done

I. EMERGENCY SERVICES

A. SECURITY--ERIC & Stan

- 1. Inform police department of security arrangements
- 2. Meet with reserve patrolmen to plan their roles and get their advice
- 3. Distribute marshal application forms
- 4. Interview marshal applicants and make selections
- 5. Arrange senior marshals training session
- 6. Hold senior marshals training session
- 7. Write up security marshals procedures and distribute to appropriate people
- 8. Complete marshal schedule, write up, and distribute to appropriate people (incl. Fair HQ)
- 9. Have additional marshal T-shirts made

5/12/72 ✓  
 April ✓  
 ✓  
 ✓  
 5/12/72 ✓  
 5/12/72 ✓

B. COMMUNICATIONS--ERIC & Stan

- 1. Arrange for phone at HQ (from phone co. free?)
- 2. Obtain walkie-talkies for marshals if necessary
- 3. Schedule runners to "service" HQ and booths(?)
- 4. Obtain services of REACT
- 5. Write up communications procedures and instructions for using equipment (for Fair HQ)

✓  
 \_\_\_\_\_  
 \_\_\_\_\_  
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 \_\_\_\_\_  
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EMERGENCY SERVICES

Date Due \_\_\_\_\_ Date Done \_\_\_\_\_

A. SECURITY--ERIC & Stan

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✓  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Samples of  
 our grant form  
 "Do" list books  
 1170  
 a couple of weeks  
 before the fair

(Clean Up Continued)

6. Trash removal arrangements--who and when? during & following fair schedule--written up for HQ and for take-down captain
7. Post-fair clean up--schedule volunteers and write up for HQ & take-down captain *Reggie*
8. Meet with recycling chairman to coordinate efforts
9. Meet with take-down captain to coordinate efforts

5/12 ✓  
5/12 ✓  
*Charles M. Mc*  
*Carly M*

B. SANITATION--~~(what)~~ *B. M.*

1. Map out placement of Keep'em Kleens and available businessmen's johns--give to sign chairman, set-up captain and fair HQ
2. Obtain required number of Keep'em Kleens and arrange delivery during set-up time
3. Who will service Keep'em Kleens and how often?
4. Give instructions to sign chairman if any special signs are needed

5/5/72 ✓  
5/5/72 ✓  
5/5/72 ✓

III. QUARTERMASTER--Steve McElroy

A. TABLES AND CHAIRS--~~(what)~~ *John*

1. Make list of which activities need and how many, locations of activities--give to set-up chairman *A.C.M.*
2. Develop inventory system, including marking procedures and master list; give master list to set-up and take-down captains and fair HQ! *Steve H*
3. Locate and make arrangements with suppliers (find out when can pick-up, return) and give info

\_\_\_\_\_  
5/10 ✓  
 \_\_\_\_\_



9. Meet with take-down captain to coordinate efforts

*Review my  
earliest*

B. SANITATION--*(who?) B.M.B.*

- 1. Map out placement of Keep'em Kleens and available businessmen's Johns--give to sign chairman, set-up captain and fair HQ
- 2. Obtain required number of Keep'em Kleens and arrange delivery during set-up time
- 3. Who will service Keep'em Kleens and how often?
- 4. Give instructions to sign chairman if any special signs are needed

5/5/72 ✓  
5/5/72 ✓  
5/5/72 ✓

III. QUARTERMASTER--Steve McElroy

A. TABLES AND CHAIRS--*(who?) J.L.C.*

- 1. Make list of which activities need and how many, locations of activities--give to set-up chairman *A.L.C.M.*
- 2. Develop inventory system, including marking procedures and master list; give master list to set-up and take-down captains and fair HQ! *Stewart*
- 3. Locate and make arrangements with suppliers (find out when can pick up, return) and give info to set-up and take-down captains
- 4. Figure out how to protect in case of rain--give instructions to HQ *Storage overnight*

\_\_\_\_\_ ✓  
5/10 ✓  
5/5 ✓  
 \_\_\_\_\_



**SUGGESTIONS**

## WHY BOTHER WITH ORGANIZATION AT ALL?

1. If your group really isn't planning to accomplish anything in particular, or your goal is limited enough and your group small enough, or it won't upset you if your plans don't pan out, you shouldn't worry yourself at all about organization.
2. OR, if everyone in your group has the same, very clear idea of your goals and the steps necessary to accomplish them AND everyone can be depended upon to continue to work toward those goals AND everyone has the skills necessary already to carry out the tasks required for reaching those goals AND everyone communicates frequently, clearly, and comprehensively with everyone else about what they're doing and they've done and they're planning to do--THEN you probably won't have to worry about organization.
3. BUT, if 1 and 2 don't apply, at some point you'll probably be faced with the prospect of "getting organized." We were. Several times.
4. Organization can do at least two things for you.
  - a. Divide up the work.
  - b. Coordinate all that divided-up activity.
5. The reason you need to divide the labor is
  - you have a goal that's too big for one person alone to accomplish.
  - you have more than one person, therefore, working on it.
  - it would be silly to have everyone doing everything--that wouldn't get you nearer to the goal, it would just mean everyone is duplicating everyone else's actions, money-see, monkey-do?
  - THEREFORE, you divide up the labor, giving each person a piece of the total task to take care of.
6. The reason you need coordination
  - each person in your group has different ideas and perceptions (even about the task) and is doing different tasks
  - you have far-less-than-perfect coordination among these people
  - WHICH MEANS THAT, your group needs an opportunity for communication to avoid hiccups, leave-outs, head-on collisions.
  - THEREFORE, you must try to coordinate the different elements from flying.
7. co-or-di-nate /kō-'örd-'n-'āt (fr. coordination) 2: to bring into order, movement, or condition: HARMONY to become coordinate esp. so as to work in a smooth concerted way... (Webster's)  
  
The key word is HARMONY--the purpose of coordination is not to wipe out all differences among members of your group and make them identical automata. It is, instead, to bring those differences so they support each other and work together smoothly toward your goals.
8. Don't confuse "organization" with "authoritarianism." Your organization should be thought of so much as a COORDINATING or HARMONIZING device. If it's not, then the group members, you're probably not working together.

## SOME WAYS TO DIVIDE UP THE WORK

1. By objectives--each person taking care of accomplishing one of the objectives with early elaboration

# suggestions

# for getting organized

## ORGANIZATION AT ALL?

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- 6. The reason you need coordination is
  - each person in your group has different ideas and perceptions (even about what the goal is) and is doing different tasks
  - you have far-less-than-perfect communication among these people
  - WHICH MEANS, THAT, your group has more than ample opportunity for communications failures, screw-ups, leave-outs, head-on collisions, and blow-ups.
  - THEREFORE, you must try to keep all these different elements from flying apart at the seams.

- 7. co-or-di-nate /kō-'ōrd-'n-āt/vb (back-formation fr. coordination) 2: to bring into a common action movement, or condition: HARMONIZE-vi: to be or become coordinate esp. so as to act together in a smooth concerted way...(Webster's)

The key word is HARMONY--the purpose of coordination is not to wipe out all those neat differences among members of your group and make you all into identical automata. It is, instead, to HARMONIZE those differences so they support and enhance each other and work together smoothly to accomplish your goals.

- 8. Don't confuse "organization" with "tyranny" or "authoritarianism." Your organization should not be thought of so much as a CONTROL device as a HARMONIZING device. If it's purpose is to control the group members, you're probably reading the wrong book.

## SOME WAYS TO DIVIDE UP THE WORK

- 1. By objectives--each person takes charge of accomplishing one of the objectives you developed in early elaboration

2. By categories--each person take charge of carrying out the ideas under one category you developed in early elaboration.
3. By designating "support" and "substantive" tasks--divide your tasks into several different "substantive" tasks (for instance, in BE, making arrangements for the actual substance of the fair--the environmental booths and such--was considered a substantive task) and "support" services (for instance, in BE, getting the equipment needed by all the booths to the right places at the right times was considered a "support" service). Each member of the group takes responsibility for one of the support or one of the substantive areas.
4. By interests and skills of the group members--each person takes on a task area that most interests him and for which he has the best skills. For instance, one person in the group may like to meet people and is a really good "salesman"--that person should be in charge of gathering community support and volunteer help. Another may be terribly shy, but enjoys and is very good at breaking down giant jobs into step-by-step tasks. He should be in charge of planning and scheduling.
5. A combination of the above.
6. Any way you can think of that gets the work done with a minimum of muss, fuss, and bother.

#### SOME WAYS TO COORDINATE THE WORK

1. Hold "staff meetings" at frequent intervals for the purpose of reporting on what everyone has accomplished, what they're doing at the time, and what they're plans and needs are in the near future. Also, at these staff meetings, major "policy" decisions in which the whole

group should be involved should be made. But, don't take up the little things that can just be done by one person or a subcommittee. Also, find a place where you can be heard, overlooked previously but not by someone and carried out soon.

2. Hold frequent sessions for "venting" feelings about how the work is going, holding up emotionally, how you feel about other. How people feel is important in our product-oriented world. Feelings are just as important--to accomplishing your goals as the actual accomplishments on the project. We "overlook" feelings is the key to cope with than the "work" itself. Most of us don't have the skill to honestly criticize or praise ourselves or praise from others, and we ignore our own feelings. It's very true that each area can be "dangerous" and we need to get an experienced group leader to help the group deal with its feelings. Rocchio come in and help us. Use a little paper and pencil to write out feelings out into the open air. We've included a copy of one of our "venting" sessions. Unfortunately, we didn't carry out with Rick's suggestions after we have avoided some blow-ups if
3. Have someone take the role of "dictator". This does not mean "dictator" but the coordinator starts to play the role of a central coordinator is merely to be informed about what everyone is doing. Be sure you can get fast answer and instant help in a pinch. The coordinator should also be in charge of things that need to be done. If group meetings are needed, key decisions must be made by the

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ORDINATE THE WORK

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- 2. Hold frequent sessions for "checking out" each others  
feelings about how the work in going, how people are  
holding up emotionally, how people feel about each  
other. How people feel is frequently overlooked in  
our product-oriented world. But group member's feel-  
ings are just as important--sometimes more important--  
to accomplishing your goals as are their concrete  
accomplishments on the project. Probably one reason  
we "overlook" feelings is that they're much harder  
to cope with than the "work" aspects of a project.  
Most of us don't have the skills and/or maturity to  
honestly criticize or praise others, take criticism  
or praise from others, and recognize and express our  
own feelings. It's very true that getting into this  
area can be "dangerous" and we'd recommend that you  
get an experienced group leader from the outside to  
help the group deal with its feelings. (We had Rick  
Rocchio come in and help us. He gave us some handy  
little paper and pencil techniques for getting our  
feelings out into the open and working with them.  
We've included a copy of one on the next page.  
Unfortunately, we didn't carry through consistently  
with Rick's suggestions after he was gone. We might  
have avoided some blow-ups if we had.)

- 3. Have someone take the role of "central coordinator."  
This does not mean "dictator," and if your central  
coordinator starts to play that role, fire him! A  
central coordinator is merely someone who keeps well  
informed about what everyone is doing and can make  
sure you can get fast answers to your questions and  
instant help in a pinch. The central coordinator can  
also be in charge of things like determining when full-  
group meetings are needed, keeping track of what de-  
cisions must be made by the full group in the near

GROUP PROCESS EVALUATION SCALE

1. How clear were the objectives of your group in the meeting that you just concluded?

1 Not at all clear      2      3      4      5      6      7      8      9 Completely clear.

2. How much time during the discussion was spent on unimportant or inconsequential matters?

1 None      2      3      4      5      6      7      8      9 A great deal

3. To what extent did everyone have a chance to say what he thought?

1 Not at all      2      3      4      5      6      7      8      9 To a great extent

Who did not have a chance to say what he thought? Sam Rupp

4. To what extent were people listening to each other?

1 Not at all      2      3      4      5      6      7      8      9 To a great extent

Who was a particularly good listener? Sam Rupp

5. To what extent were people open with each other and risking themselves by sharing their concerns and ideas?

1 Not at all      2      3      4      5      6      7      8      9 To a great extent

Who was particularly open and risking? Sam Rupp

Who was not open and risking? Sam Rupp

all clear

clear

clear

2. How much time during the discussion was spent on unimportant or inconsequential matters?

1	2	3	4	5	6	7	8	9
None				Some				A great deal

3. To what extent did everyone have a chance to say what he thought?

1	2	3	4	5	6	7	8	9
Not at all				To some extent				To a great extent

Who did not have a chance to say what he thought? Sam Ruggie

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1	2	3	4	5	6	7	8	9
Not at all				To some extent				To a great extent

Who was particularly open and risking? Sam Ruggie

Who was not open and risking? Sam Ruggie

6. How do you feel about this group at this time as a problem-solving group?

1	2	3	4	5	6	7	8	9
Worst Possible Group				Average Group				Best Possible Group

future, keeping an eye out for tasks that need to be done but haven't been assigned to anyone, and so forth.

4. Keep orderly, useable written records in a central place and USE THEM. We went round and round about filing systems, and taking notes on phone calls, and keeping records of decisions and commitments made. You'll need a good, clear, simple filing system that everyone knows how to use. Everyone should take concise notes on decisions or commitments made, with whom, and when--and then make sure the notes get into the right file or files. And everyone should be careful to check the appropriate file(s) to see what's already been done that's relevant to the task they're undertaking--and return the notes, memos, whatever to the proper file when they're finished. A good working note-taking/filing system will help you to find out what others have done even when you can reach them in person. And it will help you get an overview of what's gone on without having to interview every last person in the group or call a full-group meeting. (One of the trickiest parts of all this is the note-taking--you want to take down enough information to give people a full idea of what's occurred, without producing reams and reams of useless information that people will have to sort through to get the point.)
5. Don't feel EVERYONE has to know EVERYTHING about what EVERYONE is doing. Otherwise, your group will spend all its time writing memos and holding meetings. Each person in the group should develop his talents at sorting out what kinds of things he need not bother others with and what kinds of things he (a) needs others help with, (b) thinks others should know in order to do their own

jobs well, (c) thinks he should do his activities in order to do his job. (c) thinks requires a policy decision for the group. You should probably pay attention at psyching out when to "butt in" and when to give the guy some autonomy.

6. Develop a master schedule for the group. This should include target dates for completion of major tasks. In making the schedule, pay attention especially to the sequence of tasks--on other tasks--what tasks have to be done before others can get started.
7. Each person in charge of a major task should map out a schedule for that task. He should pay careful attention to the sequence of tasks. He should also note tasks of other people on tasks in someone else's area. He should try to get together with the other people to work out a mutually satisfactory schedule.
8. Just sitting down and chatting is VERY IMPORTANT. People frown on such "coffee chats." Keep your nose to the grindstone even if that's ALL you ever do.... Avoid too many formal communications--they're

#### FINDING A GOOD ORGANIZATION

1. You probably won't end up with the organization you began with. We certainly did. Unless you've got a seer in your group, you won't be able to anticipate all the changes to do and problems you'll have to solve on the first try. Your organization will evolve through experience.
2. You may want to start out with a rough organization at all. Just everyone's



Keep an eye out for tasks that he but haven't been assigned and so forth.

Useable written records in a and USE THEM. We went round out filing systems, and taking calls, and keeping records and commitments made. You'll clear, simple filing system knows how to use. Everyone concise notes on decisions or made, with whom, and when--and the notes get into the right

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- 6. Develop a master schedule for the whole project. This should include target dates for the completion of major tasks. In making the schedule you should pay attention especially to tasks which are dependent on other tasks--what tasks have to be completed before others can get started, etc.
- 7. Each person in charge of a major task area should map out a schedule for that area. Again, he should pay careful attention to the sequence of tasks, and he should also note tasks of his which are dependent on tasks in someone else's area. These will require him to get together with the other person to work out a mutually satisfactory schedule.
- 8. Just sitting down and chatting with each other for relaxation is VERY IMPORTANT to coordination. Some people frown on such "coffee breaks"--got to keep your nose to the grindstone every minute! And, true, if that's ALL you ever do....But don't underrate informal communications--they're VITAL.

FINDING A GOOD ORGANIZATION

- 1. You probably won't end up with the organization you began with. We certainly didn't. Don't worry. Unless you've got a seer in your group, you probably won't be able to anticipate all the things you'll have to do and problems you'll have to confront on your first try. Your organization will build up with experience.
- 2. You may want to start out with virtually no organization at all. Just everyone start working on whatever

they want to. After you've gained a little experience in the kinds of things that have to be done, then you may be better able to tell how to divide up the work and coordinate it. You might use some of the suggestions below at this stage.

3. If you're really pressed by time, though, you may want to try to speed up the process of organization building. You might try some or all of the following:

- Using the techniques of brainstorming, sorting, categorizing, inventorying resources, individual work, etc., suggested in the section on early elaboration and also using the products of your work during early elaboration (objectives, categories, ideas), work out one or two diagrams showing major task areas and how they are related which are generally acceptable to the group and which look like they might work.

- Make a rough estimate of the man-hours each task area is likely to require. Make a rough estimate of the man-hours available from members of your group. Make a rough estimate of the man-hours you might be able to get from volunteers outside your group. Do the man-hours needed match up with man-hours available? If you've got less than you need, STOP RIGHT WHERE YOU ARE. Before you do anything else, you MUST cut back on your ambitions. Shrink your objectives or eliminate some of them or cut out the extra flourishes among all those ideas you generated. Then dream up a new diagram of major task areas that fits the available man-hours.

- Next, take inventory of everyone's skills and interests and try to match them up to the kinds of tasks that have to be done in each major task area. If you have areas for which no one has the skills, you should consider your chances of finding a volunteer to handle

that area. And if your chances are slim, you may want to rearrange that area at all or rearrange the whole plan. If you have areas of special interest, ditto the above. Match people's skills and interests to the tasks. Be ready to give the plan a trial run.

- Make sure that everyone agrees to give the organizational plan a try, for sure it won't work, but your time trying it out.
- Everyone go to work on the plan for a few weeks or so. (The length of time will depend on how long you have available.) You might want to do a preliminary evaluation of the plan, or play it by ear--continue to work on it until it starts to break down.
- If the plan does not work, stop it. Because you've been working with your hands dirty, you've learned a lot of what it's all about and you'll have to be doing in the future. Estimate the time it will take. Also, estimate the time it will take to reorganizing with one kind of organization. List its advantages and disadvantages. Your practical knowledge will put you in a better position when it comes to reorganizing.
- After everyone's gotten a feel for the plan, a few days at most, have a good idea of "bit" deadlines--a less precise idea of "target dates." Working with the plan will help individuals plan their own areas. They should make their own schedules soon after the start of the plan and then compare the time it takes to do things with their original estimates. Give them good info about the time for re-evaluation coming

After you've gained a little of the kinds of things that have been done, then you may be better able to divide up the work and coordinate it. Use some of the suggestions at this stage.

Very pressed by time, though, you may want to try to speed up the process of building. You might try some of the following:

Some techniques of brainstorming, sorting, categorizing, inventorying resources, etc., suggested in the early elaboration and also using lists of your work during early elaboration (activities, categories, ideas), work on two diagrams showing major task areas and how they are related which are acceptable to the group and which they might work.

Make a rough estimate of the man-hours each task is likely to require. Make a rough estimate of the man-hours available from members of your group. Make a rough estimate of the man-hours you might be able to get from outside your group. Do the man-hours needed match up with man-hours available? If you've got less than you need, STOP. YOU ARE. Before you do anything you MUST cut back on your ambitions. Reduce your objectives or eliminate some of them. Cut out the extra flourishes among the ideas you generated. Then dream up a diagram of major task areas that fit within available man-hours.

Do an inventory of everyone's skills and try to match them up to the tasks that have to be done in each area. If you have areas for which you don't have the skills, you should consider ways of finding a volunteer to handle

that area. And if your chances of finding someone are slim, you may want to reconsider doing that area at all or rearranging your organizational plan. If you have areas in which no one has an interest, ditto the above. But, if you can match skills and interests to the task areas, then you're ready to give the plan a try--almost.

- Make sure that everyone agrees at least in general to give the organizational plan a fair shake. Otherwise, for sure it won't work and you will have wasted your time trying it out.
- Everyone go to work on their task areas for a couple of weeks or so. (The length of the try-out period will depend on how long your total project is to last.) You might want to set a deadline for re-evaluation of the plan, or you might want to just play it by ear--continue to work under the plan until it starts to break down.
- If the plan does not work, you haven't lost much. Because you've been working on the project, getting your hands dirty, you've now got a lot better idea of what it's all about and what kinds of things you'll have to be doing in the future and how much time it will take. Also, because you've been working with one kind of organization, you know some of its advantages and disadvantages. All this experiential knowledge will put you that far ahead when it comes to reorganizing.
- After everyone's gotten a "feel" for their jobs, a few days at most, have a general meeting to map out "bit" deadlines--a less pressure-filled word might be "target dates." Working out your overall schedule will help individuals plan out specific tasks in their own areas. They should do their own task area schedules soon after the overall schedule is done, and then compare the time it actually takes them to do things with their original estimates. This will give them good info about manpower needs when the time for re-evaluation comes.



## ORGANIZATION

communications of efforts. (Community government official to "That's the third time people have called me about them. I already told you..!")

making decisions. ("I told head with getting the 200 had baked." "But yesterday, it's not here, we decided to call baking, at least for another

"falling between the cracks." We forgot to make the arrangement of electrical wiring." "I thought it's your job." "And I thought it I never thought of it at all.")

get many, many deadlines. You can't if you miss deadlines every day, of course, lots of other things depend on yours getting done. If one or most everyone in your group doesn't meet deadlines, your group may be at fault. You may have had the manpower needed to carry out the project, and thus will have to get it or cut back on your overall project. It may be that you've divided up the work poorly, not matching talents to tasks, giving someone too much and someone else too little to do. One, perhaps your lack of coordination is poor--one person produced a huge log-jam of missed deadlines. Or, you may have a bottleneck--too many things going on for one person before they can proceed

5. Lots of hassles in trying to find out what's going on. ("In order to find out when to schedule the evening show in the bandshell, I had to check with Allan about the piano, Jon about the bus schedule, Bill about the wiring, Karen about the concert permit and the noise permit, and about two million other people. It took me four hours just to write out a dumb 3-hour schedule!")
6. Lots of bitching among the group. If everyone's grouchy and unhappy, it may mean any number of things, one of which is lousy organization. If your organization's lousy, everyone may be tired from trying to do too much. Or they may be having run-ins about who's supposed to be doing what when. Or they may feel some people are getting away with too little work. Or someone screwed up their task area and "I could've done it a lot better." And so forth.
7. People becoming uninterested in their own areas, letting their tasks go, and dabbling in other's areas. This is a sign of mismatch between interests and/or skills frequently. Check out to see if people want to "trade" areas or if everyone's generally dissatisfied, and would like a total "reslicing of the pie" to develop new areas better matched to skills and interests.

## TOO MUCH VS. TOO LITTLE ORGANIZATION

We don't know if we can really help you out on this one. Whether you think you're over-organized or under-organized pretty much depends on how everyone feels about it and whether whatever organization, or lack thereof, you've got appears to be getting the job done.

As you saw in our graph of BE's alternations among chaos, flow, and organization, we experienced a little of both--probably too much organization sometimes and probably too little at other times.

In retrospect, it seems that it was much easier to be disorganized than to be organized.



# getting the people

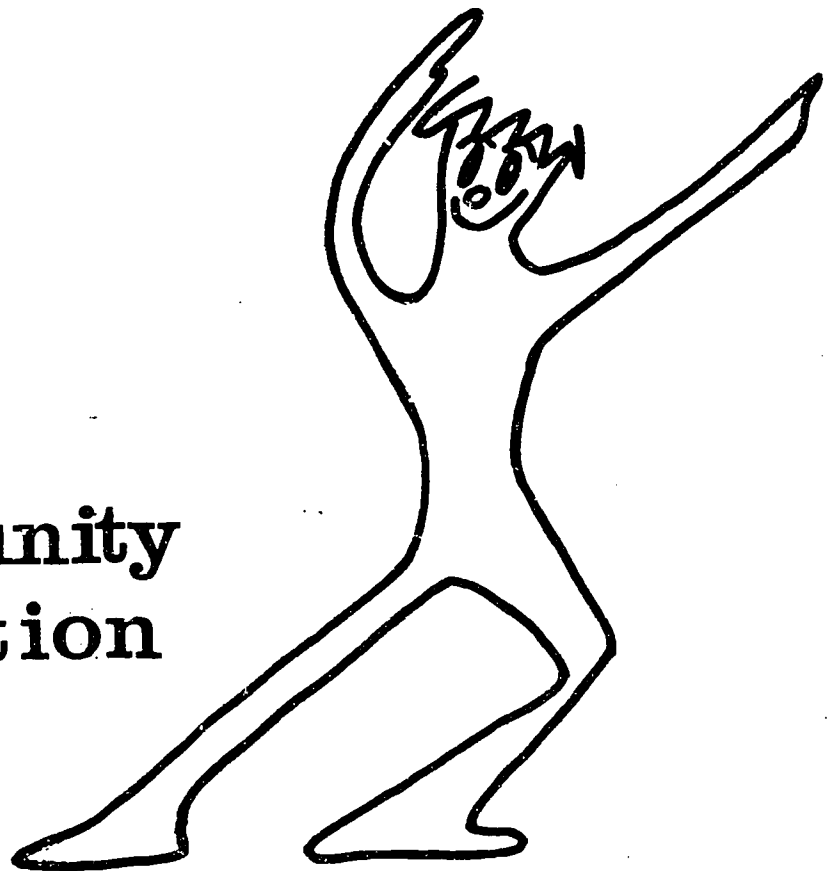


or  
community  
mobilization

# getting the people



or  
community  
mobilization



Once we had some at least fuzzy ideas of what we wanted to do, we had to get lots and lots of people to help us. Our ambitions were far too large for us alone to accomplish.

But not only did we need others' help to accomplish OUR goals. Part of OUR goal was to help others in the community move toward THEIR OWN goals. After all, we wanted to put on a

COMMUNITY fair

and that meant that those other people were needed not just to work for goals that we'd determined, but were needed to add their own ideas about what the goals should be and how we should accomplish them.

From the first fantasy of the fair, we were committed to involving a cross-section of people living in Boulder in every phase of the fair...conceptualizing, planning. We wanted young and old, freak and straight, student and worker, businessmen and mentalists all working together from their own points of view to put on an experiment for the people in Boulder. The fair was to be an educational experience for both those who put it together and for those who would participate only through attending Boulder Experiments.

The fair also gave us a wonderful opportunity to experiment with some of our ideas about having education take place in the community instead of within four walls of schools. We hoped to have students working hand in hand with the downtown businessmen to clear streets. We envisioned young people having serious discussions with city planners about transportation routes. Most of all we wanted people in Boulder to gain some confidence as high school students by working with us toward the same goal.

--Reggie's Reflections



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From the first fantasy of the fair, we were committed to involving a cross-section of the people living in Boulder in every phase of the fair...conceptualizing, planning, implementing. We wanted young and old, freak and straight, student and worker, businessmen and environmentalists all working together from their own points of view to put on an experiment for people in Boulder. The fair was to be an educational experience for both those working and those who would participate only through attending the actual Boulder Experiments.

The fair also gave us a wonderful opportunity to experiment with some of our ideas about how education take place in the community instead of within four walls of schools. We wanted to have students working hand in hand with the downtown businessmen to close off the streets. We envisioned young people having serious discussions with city planners on new transportation routes. Most of all we wanted people in Boulder to gain some confidence in their school students by working with us toward the same goal.

--Reggie's Reflections on B.E.

We needed people to do the following things:

- to lend us their general support and goodwill
- to suggest ideas of things we could do
- to give us suggestions of people who could help out
- to critique our ideas and their execution
- to work actively on the fair or small portions of it

The main focuses of our efforts to attract for the fair were:

- 1) the schools, both public and private
- 2) the city, and to lesser extent governments
- 3) the business community, primarily
- 4) community service organizations, mental groups, churches, political groups
- 5) the University, including faculty and administration

We were successful in mobilizing the community of Boulder for the fair to the tune of at least 300 of these were actively involved, and the remainder helped by lending their will, suggesting ideas and people, and critiquing our plans and progress. Though we are like many people out of a population of 70,000, we feel that's a pretty large group participating on a single project. And, when you add to that the fact that they were from many walks of life--not just students, not just businessmen, not just freaks, not just mentalists--then we don't feel at all hesitant about patting ourselves on the back at the very least twice that number who attended the fair in addition to the past estimate that we touched between 900 and 1200 people at minimum.)

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- to suggest ideas of things we could do
- to give us suggestions of people who could help out
- to critique our ideas and their execution
- to work actively on the fair or small portions of it

The main focuses of our efforts to attract help and support for the fair were:

- 1) the schools, both public and private
- 2) the city, and to lesser extent the county governments
- 3) the business community, primarily in the downtown area
- 4) community service organizations, such as environmental groups, churches, political groups, and youth groups
- 5) the University, including faculty, students, and administration

were successful in mobilizing the community of Boulder for the fair to the tune of about 400 people. At least 300 of these were actively involved, and the remainder helped by lending us their goodwill, suggesting ideas and people, and critiquing our plans and progress. Though 300+ doesn't seem like many people out of a population of 70,000, we feel that's a pretty large group to have actively participating on a single project. And, when you add to that the fact that they really did come from all walks of life--not just students, not just businessmen, not just freaks, not just environmentalists--then we don't feel at all hesitant about patting ourselves on the back. (And there were the very least twice that number who attended the fair in addition to the participants. We estimate that we touched between 900 and 1200 people at minimum.)

In this chapter, we spend most of the space describing our efforts to get people active since that is the most crucial realm of community mobilization for such a project. How notes on groups of people who were less actively involved, but still important to our supporters, idea-people, contact-people, and critiquers.

#### General Supporters:

Though less important than the active participants, these people are still really important. It's vital that you generate a goodly amount of goodwill and general support in the community for what you are doing. You need "legitimacy"--the recognition by the community that what you're doing is "OK." This will help you overcome many barriers and will, in fact, eliminate some before they ever arise.

We thought a good way to increase our legitimacy and goodwill within the Boulder community would be to have some "big names" we could point to as our "Advisory Board." If the City Manager, the County Sheriff, a couple of respected businessmen, the Superintendent of Schools, and several others were "backing" us, we thought that would impress people and encourage them to be sympathetic to our project.

Actually, this was an example of blatant politicking on our part, and it really didn't work all that well. (We did, of course, try to make it not seem so blatant, by saying that the Advisory Committee would give us "guidance" and critique our plans. However, we didn't use them so much for that, as simply for names to drop to impress people.) The fact that some Very Important People in town were on our Advisory Board didn't impress anyone that we know of--maybe Boulder is just chock full of independent thinkers. Least of

all it didn't impress the me Board themselves--they probably readily that we were "using" like that in all likelihood.

The way such a panel of VIPs be if they really were sold talk it up to their friends--"use" them, they won't be so Also, the Advisory Board could you actually ask them for guidance. The few times we did, ours were

Thus, we'd recommend that you Advisory Board of community from them is their good name involve such a group in your they also be willing to help support and goodwill. The good product of other things. Please gain general support and goodwill with influential people in town beginning. If they are involved way in your planning, then they have a stake in the project "talk it up" with their colleagues without any hesitation.

ter, we spend most of the space describing our efforts to get people actively working on the fair, as the most crucial realm of community mobilization for such a project. However, we do have a few groups of people who were less actively involved, but still important to our success: general idea-people, contact-people, and critiquers.

#### Porters:

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all it didn't impress the members of the Advisory Board themselves--they probably recognized quite readily that we were "using" them, and they didn't like that in all likelihood.

The way such a panel of VIPs could be of help would be if they really were sold on your idea enough to talk it up to their friends--and if you blatantly "use" them, they won't be sold on your project. Also, the Advisory Board could be of great use if you actually ask them for guidance and criticism. The few times we did, ours were helpful.

Thus, we'd recommend that you don't bother with an Advisory Board of community leaders if all you want from them is their good name. Only if you really involve such a group in your planning and work will they also be willing to help you build up general support and goodwill. The goodwill is worth of a by-product of other things. Probably the best way to gain general support and goodwill is by working with influential people in the community from the beginning. If they are involved in some concrete way in your planning, then they come to feel they have a stake in the project too, and they will "talk it up" with their colleagues and friends without any hesitation.

### Idea People:

Because we wanted Boulder Experiments to be a true community effort, we needed ideas on what we should do and how we should do it from all different kinds of people in the community. Thus, even when people couldn't actively work on the fair, we'd try to get them to offer us ideas. Getting ideas isn't really all that hard--in fact, you may find yourself inundated with more than you ever wanted. All you have to do is remain alert, be open to ideas from any and everyone--even people you detest can have

good ideas sometimes, and bring up those ideas when planning and doing. Certain go out and recruit people of "having ideas." You can't get time from everyone. But it's good to have people around that seem to be dreaming up good ideas.

### People People:

Again, you don't need to specifically assign one or two people on your staff the job of thinking up good contacts and resource people--you just pick up names of contacts and resource people in the process of working on your project. Again, you do this by being alert and open and having a good memory

(or good note-taking system) names of people who might be handy to know a couple of people who seem to know everybody whom to contact when you need a problem.

### Critiquers:

Everybody needs sympathetic, constructive criticism. We tried to build in criticism in several ways--through the Advisory Board, through Volunteer's Meetings, in our own meetings. However, we found we weren't always too good about accepting criticism. We nourished the illusion that we were perfect, or that the critics were just trying to encroach on our power, or that the criticisms were stupid, etc. Criticism is hard to take, but your project--any project--would probably be improved by it. So we'd recommend that you try to build it in in several ways: be sure to be critical of yourselves in most, if not all, things that you do--perhaps even set

aside specific meetings for opportunities for volunteer workers to criticize--and listen to the criticism. It's good to set up a small group of people who can periodically criticize your plans. Criticism from people who are not usually outsiders should be sympathetic. People who feel sure of their sympathy are likely to listen to their criticism. Criticism from outsiders is very valuable. It's good to look at your project with a critical eye. Your vision may sometimes be wrong, but you're right in the middle of

e:

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good ideas sometimes, and have a good memory so you'll bring up those ideas when they're needed in your planning and doing. Certainly it's not necessary to go out and recruit people to whom you assign the task of "having ideas." You can just pick up ideas all the time from everyone. But it is nice to have a few people around that seem to be especially skilled at dreaming up good ideas.

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aside specific meetings for criticism; provide opportunities for volunteer workers on your project to criticize--and listen to their criticisms; and try to set up a small group of outsiders who can periodically criticize your plans and progress. The group of outsiders should be sympathetic, and you should feel sure of their sympathy, so that you'll be more likely to listen to their criticisms. The fact that they are outsiders is very important--they'll be able to look at your project with fresh insights, while your vision may sometimes be dimmed by the fact that you're right in the middle of things.

# ACTIVE

On the pages that follow in this chapter, we focus mainly on getting people to work actively on the fair.

This is probably the hardest part of GETTING PEOPLE.

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We used a mixed bag of approaches for getting people interested in the fair.

1) PRESENTATIONS TO ORGANIZED GROUPS

One of our most used means of getting people to volunteer was to make one or more formal presentations of our plans and needs for assistance to groups such as the Boulder Environmental Council, the Downtown Businessmen's Association, PLAN teachers' meetings, and school classes.

We learned with each new presentation. One way we tried to get people involved was by emphasizing points of particular interest to each group we addressed. We learned to identify the main concerns of interests of the groups and then show them how our interests coincided with theirs.. To the downtown businessmen, we spoke of getting people downtown, experimenting with a focus on the downtown in setting up a mall, out policy of not selling anything at the fair other than food and environmental books. To the schools we talked of involving students of all ages in planning and working.

In making presentations we found it valuable to have two people working as a team. This way the presentation was less likely to become boring because the center of attention changed back and forth between the two people and we had a supporter to help overcome our nervousness. Fewer points or ideas were passed over with one person there to remember the points the other one missed. It was reassuring to work in twos.

As we talked to more and more people, we realized the need to be clear about our idea and as specific as possible about what we wanted from them. We went from feeling our way into the presentations with almost no preparation in January to being very detailed and planned with maps, lists, overlays of the mall area and a folder with handouts including our agenda for the meeting. This last presentation was the biggie with the downtown merchants.

We did not do as much follow up on our presentations as we could have. At one luncheon, with PLAN Boulder County, we made a good presentation and collected about twenty names of interested people from this group. As work on the fair progressed we made little use of these potential supporters.

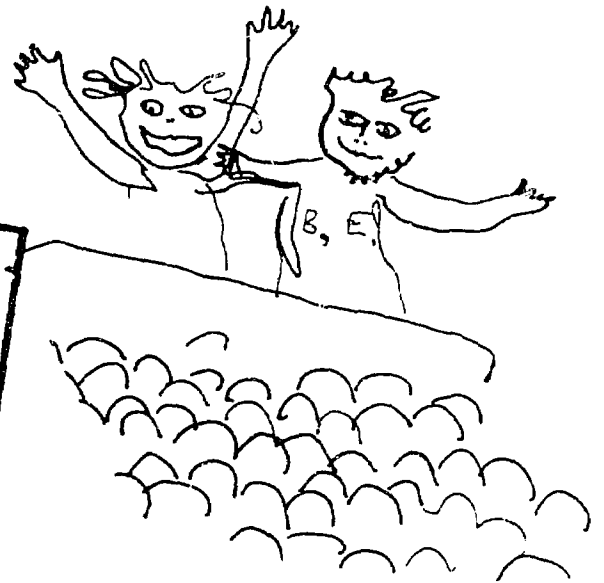
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# ginning up interest

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As we gained experience in making presentations, we got quite "organized" and elaborate sometimes. In the section on the Downtown's Businessmen's Association, we've included a copy of the plans for our big presentation to the DBA--we consider the agenda for that meeting, the exhibits accompanying it, and our hours of "rehearsal" to be the ULTIMATE in presentation planning.

MEMORANDUM

To: Karen Wiley  
From: R. Curtis Johnson  
Date: March 6, 1973

You may want to pass this suggestion on to Steve McElroy and the others working on the fair. There is going to have to be a bit of entertainment here and there and I strongly recommend that you give serious consideration to inviting Propinquity to be part of the entertainment. In case you haven't

heard of the Hungry Farmer on Sunday nights to hear this group, I suggest you call Kay Urry. Kay Urry knows a lot about them. I once had a personal acquaintance with a daughter who was a member of the group and she still performs in town. We know all of the group very well, however, and they are a very talented musical group and fine entertainment.

2) PERSONAL CONTACTS:

Probably the most important means of getting people to help on the fair was through contacts. We just asked friends, friends of friends, and anyone we happened to run into if they'd be interested in helping out in some way. Frequently our contacts would in turn suggest further contacts. For instance, a Board member would say, "Say, you know Dr. Envirofreak in the Engineering Department at University is working on a solar energy project right now. I bet he'd be interested in helping or could put us in touch with someone who might be interested." If we were really in gear (which we weren't always) we'd pick up the phone and see if he'd be interested in helping or could put us in touch with someone who might be interested. Through such "contact chains" we built up quite a list of people who might be interested or who knew someone who might be interested.

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## 2) PERSONAL CONTACTS:

Probably the most important means of getting people to help on the fair was through personal contacts. We just asked friends, friends of friends, and anyone we happened to hear about or run into if they'd be interested in helping out in some way.

Frequently our contacts would in turn suggest further contacts. For instance, An Advisory Board member would say, "Say, you know Dr. Envirofreak in the Engineering School at the University is working on a solar energy project right now. I bet he'd be a good resource." If we were really in gear (which we weren't always) we'd pick up the phone and set up an appointment for one or two of us to go over and talk to Dr. Envirofreak, to explain the fair and see if he'd be interested in helping or could put us in contact with someone else who would.

Through such "contact chains" we built up quite a substantial list of people who were interested or who knew someone who might be interested in the fair.

Contacts

*Education Activities*

community free school-1030 13th-447-8733  
 youth service bureau-box 791, city of boulder-442-2020 (melba shepard)  
 boulder valley public schools-6500 arapahoe-442-6931 (gene gillette)  
 united protestant center-1520 euclid-443-3680 (bill kastning)  
 university of colorado(all departments) 443-2211

EXHIBIT E

bike repair  
 high wheeler,  
 repair course  
 alternative / 12

auto repair  
 bug house/442  
 auto informat

carpentry  
 the wood shop,  
 will glasbrenne

I looked up and called bicycle repair and auto repair and alternative auto repair places in town to see if they were interested. I knew a little about places which teach people social skills--for instance the Evergreen Institute and so called them. One of the things I felt very helpless about was that there wasn't really any directory. Though there were directories of what are called alternatives in this region, they are out of date and too narrowly defined in their conception of the counter-culture--of the kinds of skills we need to live. The main way to find people was to depend on contacts. I began to create a network of contacts so that I was able to make long lists of contacts before the fair was done. Much of the planning of the education experiments for the fair involved going through that list of contacts to find people who were sympathetic to the fair idea and who would participate. Some of the mini-courses planned for B.E. were: bicycle repair done by the High Wheeler; auto repair done by either the Bug House or Auto Information Coop.

--Steve H

psychology

evergreen institute/2242 s.  
 clay bridgeford-CU grad  
 kay rosenberg/chpeople's fa  
 carl hallnyer, sharon lehman  
 warren baker/757-6521  
 gestalt institute of denver/george/744  
 leon siegal /442-8375

Name

- Karen Paget
- Ruth Wright
- Eileen Weppner
- Steve Williams
- Joyce Davies
- Carolle Williamson
- Bill Nikkil
- Dale Moburg
- Gene Gullette
- Russ Campbell
- Worthington
- Rolling
- PLAN Bou
- PLAN Boulder
- PLAN Boulder, Ch
- Chinook, KFML, & Free
- PLAN Boulder
- City Planning Departm
- Assistant Superint
- Schools
- City
- Architect
- University
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- Archite
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# Education Activities

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--Steve H.

Assistance  
 Advisory Committee,  
 Citizen action  
 Publicity  
 Transportation  
 General assistance  
 General, transportation  
 Legal  
 City planning  
 School Coordinatic

Name	
2242 s.	PLAN Bou
CU grad	PLAN Boulder, Ch
people's fa	PLAN Boulder, & Free
maron lehman	Chinook, KFMI, & Free
6521	City Boulder
denver/george/744	City Planning Department
375	Assistant Superintendent of Schools
	City Architect
	University Mountain Community Instructor, Political Theater, CU
	Architect
	School of Environmental Design, CU
	Downtown Merchants Association, CU
	Smith Shoe Company
	Boulder, CU Department of
	Ecologica' commun
	Photography
	Commissioner
	Comer
	er

COLORADO SCHOOL OF MINES RESEARCH INSTITUTE

P.O. Box 112  
GOLDEN, COLORADO 80401

February 23, 1972

REFER TO

Mr. Steve McElroy  
Sadness  
Fair View High School  
1515 Greenbriar Blvd.  
Boulder CO 80303

Dear Mr. McElroy:

We read, with much interest, of your plans to schedule a Fair in the city of Boulder on May 12 to May 14 covering the subject of the future environment. We noticed that you are trying to solicit demonstrations from various companies that are working on current environmental problems. We have been working, for about two years, on a method for recycling glass and building rubble and converting them into usable construction materials.

If this subject is of interest to you, please let us know and we can discuss the matter further. In any event, we wish you success with your Fair; we think the idea is excellent.

Yours truly,



T. C. Shutt  
Projects Manager  
Chemical Division

/laj

3) GENERAL ADVERTISING:

A third means of mobilizing the community, probably the least used and least effective, is through generalized, impersonal "calls for help" through advertising. We were going on and asked for volunteers through school and community newspaper bulletins, through handouts, and through posters. This did bring in some interest as the fair grew nearer and publicity increased--but it was not nearly so effective as personal contacts and group presentations.



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58

#### 4) COMBINATIONS OF THE ABOVE:

In many cases, it was the combination of all the above approaches that "turned the effective way of making people conscious of what you're doing and then getting the in is to hit them from all sides. Each approach reinforces the others.

A good example of the combination of all three approaches were our Volunteer Meetings. The people who came to the volunteers meetings had heard of Boulder Experiments through to groups of which they were members, through direct contact with B.E. staff members through the grape-vine, and through school and city newspapers, posters, and flier

Weekly Volunteer's Meetings were held to organize and coordinate the people working on the fair. Our early publicity for the fair encouraged interested people to "come to a meeting any Wednesday night at 855 Broadway, at 7:30." Although we later switched meetings to Tuesday evenings, we continued to hold these weekly events right up to the fair.

From a modest beginning of only five or six people these meetings expanded in six (slowly) as the fair did. We had around fifty people at the last two or three meetings. (This may have had something to do with personally phoning over 100 and asking them please to come.)

After the first two or three meetings, we developed a pattern for our remaining meetings. We divided into two or more groups. One, for new people, was devoted to giving a general overview, answering questions, and identifying interests. The other groups dealt with specific needs at the time: coordinators, marshals, food, posters, etc. Often we would have a session of the whole group, too, either to give information or to get a group opinion on some particular question.

These meetings went, on the whole, quite well. But there's always room for improvement. Some suggestions I would make:

- 1) Be better prepared. Have ideas of what you can take on; the resource and the time wasted.
- 2) Make the meeting more than just talk.
- 3) Get to know all the interests and abilities. How very important the project.
- 4) Suggest tasks which are the volunteer's own. That there is something he's doing as well as the project as a whole. Be generous that they can help without getting

IONS OF THE ABOVE:

ases, it was the combination of all the above approaches that "turned the trick." The most way of making people conscious of what you're doing and then getting them to want to join hit them from all sides. Each approach reinforces the others.

ample of the combination of all three approaches were our Volunteer Meetings, held every week. e who came to the volunteers meetings had heard of Boulder Experiments through presentations of which they were members, through direct contact with B.E. staff members and volunteers, the grape-vine, and through school and city newspapers, posters, and fliers.

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ent, on the whole, quite well. But we need more room for improvement. Some suggestions I

- 1) Be better prepared before the meeting; have ideas of specific tasks that people can take on; these people are a major resource and their time should not be wasted.
- 2) Make the meetings real work sessions, not just talk.
- 3) Get to know all the volunteers, their interests and abilities. Let them know how very important they really are to the project.
- 4) Suggest tasks which are in line with each volunteer's own interests; make it clear that there is something for him in what he's doing as well as something for the project as a whole. People are not so generous that they will work for weeks without getting some "payoff" out of it.

--Janey

One of our rudest awakenings occurred when, in February or so, we realized that people were not scrambling on top of each other to get a chance to work on the fair! We had assumed that there were just tons of people in Boulder with groovy ideas of things they were just dying to do, given the opportunity, such as a gala spring fair.

Well, there were a lot of people in Boulder with groovy, if somewhat vague, ideas. Some of them--a few--were also "dying" for a chance to develop and present them. (For instance, the League of Women Voters and the glass people from Colorado School of Mines in nearby Golden actually came to us and asked to be included.)

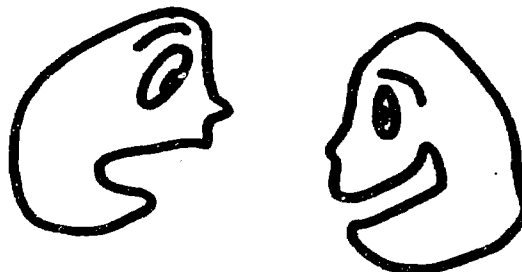
But for the most part, we found that our solicitations of activities for the fair went something like this:

BE Staffer: "...and that, want to do with  
Now we need you  
interested in  
fair?"

Potential Volunteer: "Gee,  
I'd like to  
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BE Staffer: "Well, most of  
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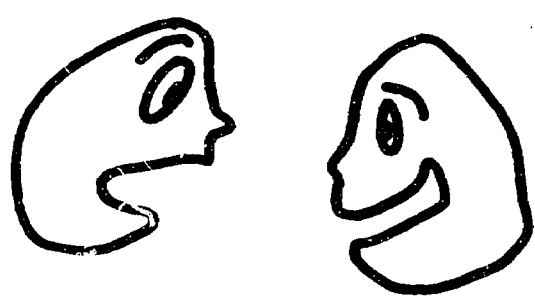
...part, we found that our solicitations of  
...e fair went something like this:

BE Staffer: "...and that, in general, is what we want to do with Boulder Experiments. Now we need your help. Would you be interested in doing something for the fair?"

Potential Volunteer: "Gee, that sounds great. Yah, I'd like to help. What have you got that needs to be done?"

BE Staffer: "Well, most of all we'd like you to do whatever you want to do that's related to Boulder's environment."

Potential Volunteer: "Um, well, er, Gosh, there are lots of things--that's such a biiig area. I never really thought in terms of specific things to do that would be interesting for a fair, though. I wouldn't know where to begin. But I'd be glad to help on just about anything. You just let me know when you need someone to do something."



## GUIDELINES FOR SCHOOL INVOLVEMENT

IN

### "BOULDER EXPERIMENTS"

The following outline represents our ideas and is in no way complete or final. We encourage suggestions from teachers, students, and administrators but we hope they will provide an understanding of the ways in which we involve the schools in the community and vice-versa. We wish to stress that we do not want to provide set "projects" to carry out; we wish to involve students in planning and carrying out projects, and we believe that these projects will provide experiences as much or more for the students as for the results at the fair.

#### Suggested Activities for Elementary Schools

1. Paint trash cans for city use. Involve high school students in securing trash cans.
2. Make posters for publicity with themes such as environmental nature, etc.--possibly in a contest. Involve high school students and/or printing shops in printing winning projects.
3. Art work--possibly a sale
  - a) mobiles
  - b) paintings
  - c) "graffite boards" Children could paint at the fair.
4. Collage flags for decoration at fair. Involve students in donating material scraps and other supplies.
5. Design environments for display at fair.
  - a) future cities
  - b) playgrounds they would like to play in
  - c) environments (i.e. houses) they would like to live in
6. Write stories, poetry to be read aloud in a "poetry hour".

For the first few months, we'd let it drop at that. We'd put their name and phone number on a card and call them soon. In most cases, we never called, or didn't call until much later when they'd accumulated a lot of valuable resources fell by the wayside as a result.

As we experienced more and more of these failures to get solid commitments, we began to develop a strategy of helping people focus in on things they could do and then pinning them down on what they actually could do. We furnish them with a list of suggestions and ask if they were interested in doing any of them or if they had any ideas in their head.

This helped in a lot of cases. For instance, with the schools. We found that many of the teachers would not take part unless we could give them some very specific suggestions about what to do. They have many activities for their students already that they probably don't welcome most requests that they would like to do and become super-creative in developing outside activities as well. We brainstormed a long list of ideas for the schools and used it in contacting teachers.

The following outline represents our ideas and is in no way complete or final. We encourage suggestions from teachers, students, and administrators but we hope they will provide an understanding of the ways in which we involve the schools in the community and vice-versa. We wish to stress that we do not want to provide set "projects" to carry out; we wish to involve students in planning and carrying out projects, and we believe that these projects will be more successful if they are based on the students' own experiences as much-or more-for the students as for the results at the fair.

#### Suggested Activities for Elementary Schools

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  - a) future cities
  - b) playgrounds they would like to play in
  - c) environments (i.e. houses) they would like to live in
6. Write stories, poetry to be read aloud in a "poetry fair."
7. Compile a display on the various activities in the fair and conservation that take place in the schools.
8. Make and decorate paper litter bags to be given at the fair.
9. Encourage children and teachers to come up with their own ideas.

months. We'd let it drop at that. We'd put their name and phone number on a list and say we'd call them. In most cases, we never called, or didn't call until much later when they'd already lost interest. The resources fell by the wayside as a result.

More and more of these failures to get solid commitments, we began to develop some skills at working with people on things they could do and then pinning them down on what they actually would do. We'd make a list of suggestions and ask if they were interested in doing any of them or if the list kicked their head.

In a lot of cases. For instance, with the schools. We found that many of the teachers hesitated to do anything unless we could give them some very specific suggestions about what to do. They have to dream up so many projects for their students already that they probably don't welcome most requests that they "go another mile" in being creative in developing outside activities as well. We brainstormed a long list of possibilities and used it in contacting teachers.

Suggested Activities for Junior High and High Schools

1. Home Economics Classes: provide food at fair. Involve the Grainery and the Bakery in teaching different types of cooking.
2. Theater Classes: involve in street theater.
3. Music Classes: choirs, small instrumental groups could provide music at fair.
4. Science Classes: involve in community projects--water testing, for example--and providing displays at fair.
5. Government Classes: involve in investigating and presenting at fair the politics of environmental legislation and city planning.
6. Economics Classes: investigate the comparative costs of operating cars and various forms of mass transportation, or the economic implications of industrial pollution control.
7. Math students: involve in computer demonstrations.
8. Journalism Students: school newspapers could cover fair, provide information and publicity.
9. Sociology Classes: design and follow through with a questionnaire to determine public reaction to the various experiments at the fair.
10. Student Councils: act as a means of contact with students, involve in projects such as recycling drives, clean-ups, etc.

This outline was developed by Louise Tenenbaum and Lucy deChadenedes, school coordinators for "Boulder Experiments."

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However, we never got as good as we really could have if we'd paid a little more attention to the area.

The ideal would have been, perhaps, to continue the previous conversation between the BE and Potential Volunteer (hereinafter referred to as PV) in something like the following manner:

BE Staffer: "I remember you said earlier that you were really interested in geography."

(Try to find out what they are in general.)

PV: "Yup, I took a couple of courses in it last year."

BE Staffer: "You know, there's a guy on campus that's doing some really interesting work in geography. He's trying to find out how people in Boulder react to the wind--like did the people in that trailer court that got demolished by the fall winds last year decide to buy houses, or move to a less windy location, or just bull-headedly go back to the same trailer court?"

(Home in on some material related to his interest. How he reacts with continued questions.)

PV: "Ym-hmmmm. But I'm not really so interested in that. I like the physical side of geography a lot better. It's interesting how Boulderites react to those bad winds, but I'd really like to know why we have those winds in the first place and if they used to be as bad as they are now."

BE Staffer: "Oh. Hey, I know a guy up at the National Center for Atmospheric Research that was talking about that the other day. I think he said they were doing a study of the causes of Boulder winds."

(Drawing on your own knowledge of local resources, give them some ideas. There might be some project that seems interesting.)

PV: "Hey, you know, I've always wanted to go up to NCAR and look around! A friend of mine took a tour up there and said it was really far out."

(continued)

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ad have been, perhaps, to continue the previous conversation between the BE Staffer and the Potential volunteer (hereinafter referred to as PV) in something like the following manner:

"I remember you said earlier that you were really interested in geography."

(Try to find out what the PV's interests are in general.)

"I took a couple of courses in it last year."

"You know, there's a guy on campus that's doing some really interesting work in geography. He's trying to find out how people in Boulder react to the wind--like did the people in that trailer court that got demolished by the fall winds last year decide to buy houses, or move to a less windy location, or just bull-headedly go back to the same trailer court?"

(Home in on some more specific aspect related to his interests, and see if he reacts with continued interest.)

"But I'm not really so interested in that. I like the physical side of geography a lot better. It's interesting how Boulderites react to those bad winds, I really like to know why we have those winds in the first place and if they used to be as bad as they are now."

"Oh. Hey, I know a guy up at the National Center for Atmospheric Research that was talking about that the other day. I think he said they were doing a study of the causes of Boulder winds."

(Drawing on your vast familiarity with local resources, give the PV a hint that there might be someone he could work on a project that seems to interest him.)

"I know, I've always wanted to go up to NCAR and see it in person! A friend of mine took a tour up there and it was really far out."

(continued on next page)

BE Staffer: "I betcha they have stuff like wind tunnels and films of storms forming over the mountains. It'd be really great if they'd let us use some of their stuff for the fair!"

(Narrow down to some at some point after area that interests some specific sugges sources of material resources.)

PV: "Hey, I'd like to try to build something. Maybe they could show me how to build a little glass tank in which I could demonstrate how clouds form, and I could show a film about weather!"

BE Staffer: "Let's go call my friend Joe right now and see if we can go up and talk to him. I betcha he could give us some really good suggestions, and maybe even let us use some of their films and stuff. Maybe he'd even want to work on the project himself!"

(Don't let it drop a "Hey, whyncha call J work something out." the PV has a lot of shy. Help him out a though be careful no into the trap of doi yourself.)

PV: "Great. I'm really getting excited. This could be fun!"

(If he says instead, um, er, lemme think three alternatives: evidence he's not re all and don't try to more; (2) take it as not interested in th but may still be int else and try to find something else is--i (3) take it at face wants to think it ov and call him up in a

"I betcha they have stuff like wind tunnels and films of storms forming over the mountains. It'd be really great if they'd let us use some of their stuff for the fair!"

(Narrow down to some specific possibilities at some point after you've found a general area that interests the PV. Also, make some specific suggestions, if you can, of sources of material as well as human resources.)

"I like to try to build something. Maybe they show me how to build a little glass tank in which demonstrate how clouds form, and I could show about weather!"

(Don't let it drop at this point with "Hey, whyncha call Joe and see if you can work something out." Unless, of course, the PV has a lot of initiative and isn't shy. Help him out a little bit further--though be careful not to get yourself into the trap of doing the whole project yourself.)

"Let's go call my friend Joe right now and see if we can go up and talk to him. I betcha he could give us some really good suggestions, and maybe even let us use some of their films and stuff. Maybe he'd even want to work on the project himself!"

(If he says instead, "Right now? Well, um, er, lemme think about it," you have three alternatives: (1) take it as evidence he's not really interested at all and don't try to get him involved any more; (2) take it as evidence that he's not interested in that particular idea, but may still be interested in something else and try to find out what that something else is--i.e., return to Go; or (3) take it at face value--he really wants to think it over, so give him time and call him up in a few days.)

"I'm really getting excited. This could be fun!"

IF YOU FOLLOW-UP IN THIS WAY, YOU'RE MORE LIKELY TO SEE YOUR INITIAL EFFORTS AT GINNING UP INTEREST BEAR SOME FRUIT.

In this example, the staffer paid attention to -

- 1) the individual -- he didn't just think in terms of the vague category "volunteer." Rather, he found out what this particular volunteer wanted to do. At the beginning, the volunteer himself didn't know what he wanted to do. The staffer helped him "search" his interests by offering a general suggestion and listening carefully to see if the response was negative or positive. Through a series of suggestions, attention to the volunteer's responses he helped the volunteer to narrow down to a more or less specific idea--doing something dealing with Boulder winds.
- 2) the specifics -- the staffer didn't leave the volunteer hanging with some vague, fuzzy idea, but offered a few specific suggestions about how to proceed from the idea--go see Joe at NCAR, maybe you can use some of the material resources of NCAR, etc. And, of course, in the process of helping the volunteer to focus in on an area of interest, they moved from a very general idea to a couple of specific alternatives for the fair--have a miniature cloud formation demonstration or show some weather films.

AT THIS POINT, HOWEVER, YOU STILL HAVEN'T GOTTEN A COMMITMENT--you've only gotten what we came to label an "initial commitment." That means, yah, he's really interested, but he hasn't come up with any definite plans yet or started working on the project. He's still feeling the situation out, seeing what could be done and thinking it over.

Thus, you have to go one more step -- really-o, truly-o have a firm COMMITMENT.

We made the mistake of thinking of a firm commitment at this stage, for example. No, wait, that's not really a firm commitment the day before the fair. "Commitments" dropped off like flies. We discovered. Even at the fair, many of the people who'd said they'd be there didn't show up. In fact: out of 85 exhibitors for the program 36 did not show up. We made up for some of the people we considered "our most important" with ten exhibits and other kinds of things. But there were still some gaps. (We made up for some of the people who didn't show up at the last minute and did not show up. But there were still some gaps in the fair.)

That just goes to show that you need "signals" that the other person is committed. He says he'll do something. And you have to make sure that he's really committed. You're expecting of him, too.

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nd thinking it over.

Thus, you have to go one more step before you really  
really-o, truly-o have a firm, solid, for-sure  
COMMITMENT.

We made the mistake of thinking that we had a real  
commitment at this stage, for the first few months.  
No, wait, that's not really true. Clear up until  
the day before the fair.

"Commitments" dropped off like deal flies, we  
dsicovered. Even at the fair itself, a number of  
people who'd said they'd be doing this, that, or  
the other didn't show at the last minute. Too  
many, in fact: out of 85 exhibits listed on the  
program 36 did not show up. And some of those were  
people we considered "our msot reliable commitments":  
(We made up for some of the gaps, because about  
ten exhibits and other kinds of activities signed  
up at the last minute and didn't get on the program.  
But there were still some great gaping holes in the  
fair.)

That just goes to show that you have to "read the  
signals" that the other person is giving off when  
he says he'll do something very very carefully.  
And you have to make sure that he understands what  
you're expecting of him, too.

Let's go back to the imaginary conversation with the Potential Volunteer. After the meeting you should proceed something like this:

(assuming, of course that you yourself didn't attend the meeting. If you did, you should firm things up at the meeting itself probably.)

BE Staffer: "How did your meeting with Joe go? Did you all decide on a project?" (Find out where the

PV: "It was really interesting. He offered to help me put together some demonstration equipment, and to let me use some of their data for a display, and to let me use one of their films."

BE Staffer: "Will he be able to spend much time helping you--I mean, actually building the stuff and organizing the program?" (Find out as specific going to be working much work they can put in.)

PV: "Well, he said he wouldn't have a whole lot of time, but he could give me advice on how to do it and where to get the stuff I'll need. And he said maybe the son of a friend of his would like to work with me."

BE Staffer: "Great! Do you think that, even if the other kid doesn't come through, you could get it all done?" (Find out if the guy through.)

PV: "Well, I dunno. I gotta a heavy school load this semester. I'd really need some help, I think."

BE Staffer: "OK. Listen, I'll check back with you next week, and if Joe hasn't gotten that other guy to help you, I'll see if I can find someone." (Take note of his "commitment" that man without a little help

(cont)

to the imaginary conversation with the Potential Volunteer. After the meeting with Joe at NCAR, proceed something like this:

(assuming, of course that you yourself didn't attend the meeting. If you did, you should firm things up at the meeting itself probably.)

Efer: "How did your meeting with Joe go? Did you all decide on a project?"

(Find out where the PV's at, first.)

It was really interesting. He offered to help put together some demonstration equipment, and let me use some of their data for a display, and to let me use one of their films."

Efer: "Will he be able to spend much time helping you--I mean, actually building the stuff and organizing the program?"

(Find out as specifically as possible who's going to be working on the project and how much work they can really be expected to put in.)

Well, he said he wouldn't have a whole lot of time, but he could give me advice on how to do it and where to get the stuff I'll need. And he said maybe the son of a friend of his would like to work with me."

Efer: "Great! Do you think that, even if the other kid doesn't come through, you could get it all done?"

(Find out if the guy really thinks he can come through.)

Well, I dunno. I gotta a heavy school load this semester. I'd really need some help, I think."

Efer: "OK. Listen, I'll check back with you next week, and if Joe hasn't gotten that other guy to help you, I'll see if I can find someone."

(Take note of his doubts--this is a "commitment" that may not come through without a little help from you.)

(continued on next page)



PV: "That'll be great. I tell you what, I'll call you Friday, cuz Joe said he'd let me know by then."

(If he actually calls better. But don't cou reminder to yourself t called you by, say, Mo

BE Staffer: "That's good. OK, now, I guess I'd better get down what your plans are for the record. Let's see, I've got your phone number here already. Now can I say that you'll be doing a program on Boulder winds that will include a film, a demonstration, and a display?"

(Now, get down to spec record of the essential on anything that you a him, such as furnish h etc. Check out: what y with him, to make sure really planning.)

PV: "Yup."

BE Staffer: "And will you be able to furnish your own projector?"

PV: "I don't know yet. I'll let you know when it gets closer to the time."

(Note on the paper tha with him about 2 weeks about whether he needs other equipment.)

BE Staffer: "OK. Here, is what I've put down what you had in mind? I'll send you a copy of it as soon as I can get it Xeroxed. Sounds really fun!"

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"OK. Here, is what I've put down what you had in mind? I'll send you a copy of it as soon as I can get it Xeroxed. Sounds really fun!"

(If he actually calls you Friday, so much the better. But don't count on it. Write a reminder to yourself to call him if he hasn't called you by, say, Monday.)

(Now, get down to specifics. Keep a written record of the essential details, with notes on anything that you are supposed to do for him, such as furnish him with a projector, etc. Check out what you put down on paper with him, to make sure that's what he's really planning.)

(Note on the paper that you should check with him about 2 weeks before the event about whether he needs a projector and any other equipment.)

## BOULDER EXPERIMENTS APPLICATION FORM

GIVE A BRIEF DESCRIPTION OF YOUR DEMONSTRATION.

*Boulder winds:*

- 1) film - from NCAR
- 2) display - using stuff from NCAR
- 3) demonstration - cloud chamber

WHAT EQUIPMENT WILL BE NEEDED (electricity, microphones, projectors, record players, ect.)

*Not sure yet - probably projector, table, chairs - call back nearer fair -*

HOW MUCH TIME AND SPACE WILL BE NEEDED?

*Not sure - call back*

HOW MANY DAYS WILL YOU RUN YOUR EXPERIMENT?

*Not sure - call back*NAME: *P. Volunteer*ADDRESS: *932 Myrtle*PHONE: *443-8291**(Joe M. at NCAR is consulting; will try to get him a guy to help.)*

We would like to see the displays done in a very creative manner. Try to stay away from the ordinary and do something different. We will

3) demonstration - cloud chamber

WHAT EQUIPMENT WILL BE NEEDED (electricity, microphones, projectors, record players, etc.)

Not sure yet - probably projector, table, chairs - call back nearer fair -

HOW MUCH TIME AND SPACE WILL BE NEEDED?

Not sure - call back

HOW MANY DAYS WILL YOU RUN YOUR EXPERIMENT?

Not sure - call back

NAME: P. Volunteer (Joe M. at NCAR is consulting; will try to get him a guy to help.)  
ADDRESS: 932 Myrtle  
PHONE: 443-8291

We would like to see the displays done in a very creative manner. Try to stay away from the ordinary and do something different. We will not allow anyone to set up a booth containing only literature and unnecessary use of paper. Try to make your display one that an individual can experience or feel through sight, touch, or merely someone to speak about.

We would like to express our thanks to you for participating in the fair and making it as successful as possible.

Even after you've done all this, you still should check up with the Volunteer every so often to find out how his project is coming along, to find out if you can help him move forward better, and to assure him that you still know he's alive and knocking himself out doing it.

If fair time is nearing and you find that some volunteers are having more trouble with their projects, that will give you a clue about where to focus your attention and where to look for volunteers that aren't attached to any specific project yet.

If fair time is nearing and you find that MOST volunteers are having trouble and not making progress by the deadline, THEN you've got a real problem. But, if you've kept a continuing check on their progress and taken steps to help them out all along the line, this problem shouldn't occur.

If you've done all this, you still should check up with the Volunteer every once in a while--  
to find out how his project is coming along, to find out if you can help him move it along faster or  
to assure him that you still know he's alive and knocking himself out on your behalf.

When time is nearing and you find that some volunteers are having more trouble than others on their  
projects, that will give you a clue about where to focus your attention and where to throw in volun-  
teers who aren't attached to any specific project yet.

When time is nearing and you find that MOST volunteers are having trouble and probably won't make  
it, THEN you've got a real problem. But, if you've kept a continuing check on everyone's  
progress and taken steps to help them out all along the line, this problem shouldn't arise.

May 5, 1972

Dear Boulder Experiments Participants:

The enclosed form contains information regarding your exhibit, demonstration, experiment, performance, or other kind of activity to be conducted during the Boulder Experiments Fair. Because of the number of activities scheduled for the fair (over 90 at this point!) we may easily have gotten the times, locations, space requirements, and equipment orders for some activities garbled. Please take a few minutes to double-check the information on the form and let us know if there should be corrections or if you have questions. (443-1370 or 443-2211 ext. 8155--ask for your block captain or Connie, Allan, or Karen)

The setting up of the fair will begin the evening of Friday, May 12. However, we are not planning to have any exhibits going until Saturday morning. The program for Friday evening will consist only of a show in the Bandshell, building the 39' dome in the Library parking lot, transporting tables, chairs, and other equipment to storage areas near the fair sites, and doing the electrical wiring. Any assistance you would like to give in the Friday evening operations would be welcome--we need trucks and lots of people to help load and unload equipment.

Exhibitors who will be setting up in to their block captains between 8 scheduled for the regular hours of the better, of course. Those participants regular hours should check in with the in the case of some special activities scheduled time.

Saturday evening all the equipment be brought out again Sunday morning. give you details on storage procedures, your own tables, chairs, and other equipment. leave Saturday evening at 7 p.m.

Sunday morning again, between 8 fair hours will again be set up--same Sunday afternoon at 5 p.m., dismantling. appreciate any help you can give here.

The final step in your follow-up should be right before the fair (or whatever if you're "putting on"). That step is to get everyone of their schedule and location for the fair. We did this by a combination of letters and calls. About a week and a half before the fair, we sent letters to everyone describing their schedule, as well as their plans, and their location. We also outlined the procedures for checking in, finding their equipment and such. They also tried to call everyone at about the same time they would have received the letters. We also made calls we asked if we had their times and if they thought their location was satisfactory.

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If you have any problems during fair headquarters will be located at you have lost your block captain, have one will always be on duty there. The nation point for security, lost and found, information, complaints, first aid, continuous clean-up, everything. Senior and junior marshalls will also be patrolling the fair sites during the daytime hours.

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This "last round" of follow-up brought to our attention some of the communications failures of our earlier commitment-making efforts, and fortunately, we were able to correct some of them even at that late date.

HOWEVER,

Even with very very thorough follow-up, which ours was not, you're still bound to have a few commitments that don't come through.

If you've been keeping close check all along, you can predict and make adjustments for those commitments that appear to be shaky--for instance, give them a role or location that's not too crucial for the success of your project.

BUT THEN, there are always those unforeseen things--like the anti-war demonstrations the week before Boulder Experiments--that can screw up the works.

Many, many of our volunteers "dropped out" of the fair the last week and shifted their energies to anti-war activity. Some of our most important activities like the Adventure Playground had to be bagged because the manpower deserted us.

There's no way to forecast for such occurrences--a death in the family, winning a trip to La Jolla, etc.--that can happen over the weekend of the fair. You don't have much advance notice. You should such a thing happen, you should such a thing happen to your project. All we can do is keep your wits about you and hope for the best by ear."

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# getting permission



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Seemed like every time we thought of something we wanted to do we had to get some kind of permit. Permits for closing rights of way, health permits, fire permits, noise permits, etc. We almost let the permit business boggle us; but then we found that with a little help from city government people, working our way through the legal maze wasn't really as difficult as we had thought it would be.

Bob Sample, the Assistant City Manager, spent many hours with us explaining the different kinds of permits we'd need, telling us where we could get them, and describing the kinds of standards we'd have to meet in order to get them. Many others in the city (and the county government, too) helped us work out the details--the fire marshall, the city clerk, the noise officer, etc.

## Proposed Fair Gets Mixed Reaction From Businessmen

Of the various permits and approvals necessary for us to be able to have the fair, the permit for closing the streets in the downtown area was hardest to come by--and the most important of all the permits, to our way of thinking.

Ted Tedesco, the City Manager, informed us that his office could only grant us this permit if we could get the OK of the Downtown Businessmen's Association first. At first, this appeared to be a relatively easy task. We would simply explain our plan to the businessmen, point out the obvious benefits of the fair to them--it would bring people back to the downtown area and show them how nice and convenient it really was, and then they would unhesitatingly give us their support.

Steve M. talked to Rob Smith, the President of the DBA, first on January 5, requesting a spot on the next DBA meeting agenda for us to make a presentation to the members. Rob seemed to be in favor of the fair idea, but unfortunately he was unable to get us on the agenda for the next meeting because he was turning over the Presidency to Ed Munson and the affairs of the DBA were in a bit of confusion due to the changeover. We asked him to mention us to Ed and try to get us on the agenda for the February meeting.

We must not have pressed hard enough, because we didn't get on the agenda finally until March 28. That meeting was in the middle of Spring

Vacation, and we didn't prep all--in fact, Steve M. nearly

Steve returned from that first DBA with the look of utter defeat. That was the first presentation he'd "bombed." The reaction was totally unexpected!--rather as a way of attracting people and thus promoting their business experiment with the idea of a city planned to implement in the future, many were upset that he'd sulted earlier (it was not obvious we did not like our choice of downtown Day weekend was the biggest year, and the fair might cut rather than increase it), and were not an organization.

They were cool enough, though a spot. Several of the businessmen saw some potential in the fair idea of involving young people and activity was good. Thus, the committee to work with us announced a series of subsequent presentations on our progress of each Council of the DBA and then up to the April meeting of the fair. The final decision was not until a mere two weeks before

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## Proposed Fair Gets Mixed Reaction From Businessmen

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ruary meeting. We pressed hard enough, because we had the agenda finally until March when the fair was in the middle of Spring

Vacation, and we didn't prepare for it well at all--in fact, Steve M. nearly forgot to go, even.

Steve returned from that first presentation to the DBA with the look of utter desolation on his face! That was the first presentation he'd given in which he'd "bombed." The reaction from the businessmen was totally unexpected!--rather than seeing the fair as a way of attracting people to the downtown area and thus promoting their businesses, or as a welcome experiment with the idea of a Super block, which the city planned to implement in the Downtown in the near future, many were upset that they hadn't been consulted earlier (it was not only 6 weeks til the fair) and did not like our choice of dates at all! (Mother's Day weekend was the biggest business weekend of the year, and the fair might cut that business rather than increase it), and were appalled at our lack of organization.

They were cool enough, though, not to say "No" on the spot. Several of the businessmen thought there might be some potential in the fair idea and thought the idea of involving young people in such a constructive activity was good. Thus, the DBA appointed a small committee to work with us and develop better plans for a series of subsequent presentations. We were to report on our progress of each week to the Executive Council of the DBA and then make a final presentation to the April meeting of the full association membership. The final decision would, thus, be postponed until a mere two weeks before the fair!

STEVE'S THOUGHTS ON THE DBA PRESENTATION  
(taped shortly after that scary night)

I was moving and it was about 8:30 and Karen asked me when the downtown merchants were coming in here and looked at the calendar and said that it was right now. Actually we were and we trucked down there, all of us looked crummy; I had holes in my pants and everybody was dressed like we were going to the beach or something. So we got there and everybody was really dressed up--in a formal meeting. Dale Moburg was making a presentation on superbloc plans. A guy came up and we were for Boulder Experiments and we said, "Yes." He said "You're going up next." I didn't go up together; I didn't know what I was going to say. I hadn't even thought about it. So I got up and I was really nervous, they had a microphone and a podium stand and I was standing behind it because I was shaking down my legs, holes in my pants. Anyway, I got up there and gave a really poor presentation, I was jumping around. It wasn't bad according to everybody in the audience but I felt really bad about it; it wasn't the best thing I've ever done. So there were three people that just cut me into pieces and wanted to know exactly what was going on; what definite commitments I had. Really intense. They were shouting and screaming; they were really mad. I couldn't even think. I was really scared, I was shaking. I couldn't really give them any answers. I gave them the answers that popped into my mind. They were talking about the 60% money cut that they would have if the fair went on; they said they would lose their business because it was Mother's Day and...what else happened? At any rate, there were three guys that stood up. The majority of the people--there were about 5 people who stood up and spoke in our favor; even though it was a bad presentation they spoke in our favor. So what they did was set up a committee of 6 people. The main objection was that we didn't have the transportation thing wrapped up. They wanted to know what we were having--whether there was going to be a definite transportation alternative set up. Because they were cutting off all their parking. "Parking is a problem now and if you cut off these streets there isn't any parking and we're going to lose 60% of our business--so you have to have a decent transportation alternative." I said: "Hopefully we'll be getting Boulder School District buses and we'll be having a shuttle bus to take care of the whole thing. They said: "WE WANT DEFINITE COMMITMENTS" I couldn't give them to them. So they set up a committee of six people to help us. And we had a meeting Wednesday night and it turned out really good. They asked us a lot of questions we had to answer as far as the downtown merchants were concerned. It went really well. Those people are really scary. Those people are so money-hungry-type. It's really amazing. That's all that happened in two days out of a whole year and they're worried about their 60% sales.



STEVE'S THOUGHTS ON THE DBA PRESENTATION  
(taped shortly after that scary night)

and it was about 8:30 and Karen asked me when the downtown merchants were meeting so I looked at the calendar and said that it was right now. Actually we were an hour late. But here, all of us looked crummy; I had holes in my pants and everybody was dressed like they were at the beach or something. So we got there and everybody was really dressed up--it was really a nice Moburg was making a presentation on superbloc plans. A guy came up and asked me if we were doing experiments and we said, "Yes." He said "You're going up next." I didn't have a presentation and I didn't know what I was going to say. I hadn't even thought about it. So I got up there, and I was standing behind a microphone and a podium stand and I was standing behind it because I had holes up and down in my pants. Anyway, I got up there and gave a really poor presentation, really poor. Like I said, it wasn't bad according to everybody in the audience but I felt really uncomfortable with the best thing I've ever done. So there were three people that just cut me into ribbons; they wanted to know what was going on; what definite commitments I had. Really intense. They were really holler--they were really mad. I couldn't even think. I was really scared, I was really nervous. And they wanted to give them any answers. I gave them the answers that popped into my mind. But they were holler--they were really mad. Money cut that they would have if the fair went on; they said they would lose 60% of their sales on the 1st of the year's Day and...what else happened? At any rate, there were three guys that definitely objected. There were three people--there were about 5 people who stood up and spoke in our favor; even after a really good presentation they spoke in our favor. So what they did was set up a committee of 6 people to work with us. The problem was that we didn't have the transportation thing wrapped up. They wanted to know whether we were sure there was going to be a definite transportation alternative set up. Because we were cutting off the street. "Parking is a problem now and if you cut off these streets there isn't going to be any parking. We're going to lose 60% of our business--so you have to have a decent transportation system." I told them we'll be getting Boulder School District buses and we'll be having a shuttle service and the committee said: "WE WANT DEFINITE COMMITMENTS" I couldn't give them to them. So they set up a committee to help us. And we had a meeting Wednesday night and it turned out really good. We decided what to answer as far as the downtown merchants were concerned. It went really well. Those people are so money-hungry-type. Those people are so money-hungry-type. It's really amazing. That's all they worried about--the whole year and they're worried about their 60% sales.

The night following the disastrous presentation, several of us met with the committee of the DBA to see what could be done to shape up the fair to the satisfaction of the DBA. Jay Tracey and Carl Schwartz (two businessmen) took the lead in this group, and were invaluable not only as go-betweens for us and the DBA, but also as active fair workers. It seems that once they offered their support and advice, we dragged them in all the way--we caught Jay Tracey puzzling several times over how he'd managed to get so involved when all he'd intended at first was just to help a little.

At the committee meeting, we straightened out a number of misunderstandings and filled in some of the information gaps that had contributed to the anxious reaction of the businessmen and the BE staffers and volunteers that attended came away greatly reassured that the problems could be worked out after all. We also came away with a plan and list of tasks to be done before our "progress report" to the Executive Council.

Our first meeting with the Executive Council was held on April 8. There was a distinct feeling of "us" and "them" as we marched down to "conquer" the businessmen. We armed ourselves with impressive packets of handouts, tables, diagrams, and audio-visual materials describing our plans. We'd planned our presentation down to the minute, so Ed Munson had told us to make it short so they'd have time to discuss it after we'd left.

When we'd finished our presentation, there were few comments and there had been few indications by smiles or frowns of the businessmen's approval or disapproval. Thus, we left with mixed emotions to go to Tico's for lunch, not knowing how we'd done at all really.

Later that afternoon Jay Tracey called to tell

## Businessmen Give To A Downtown Er

By BILL HOFFMANN

Daily Camera Staff

Crucial — but tentative — support for the downtown environmental fair proposed May 12-14 by the Social Science Education Consortium Inc. came Friday from the executive committee of the Downtown Businessmen's Association.

Support from the downtown business group is crucial since

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But, executive members Friday support for the "Boulder Exp although noting th had caught most town businessmen prize" when they outlined to the gro

The committee meeting voted un recommend to the that they approve only the number necessary to acc exhibits. Boulder had planned to ci square blocks, b hyperblock prop Boulder T revitalization plan

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## Businessmen Give Their Support To A Downtown Environment Fair

By BILL HOFFMANN  
Daily Camera Staff

Crucial — but tentative — support for the downtown environmental fair proposed May 12-14 by the Social Science Education Consortium Inc. came Friday from the executive committee of the Downtown Businessmen's Association.

Support from the downtown business group is crucial since

if the association at its general meeting later this month votes against the fair, the city will not issue the necessary permits.

But, executive committee members Friday expressed support for the three-day "Boulder Experiments," although noting that the plans had caught most of the downtown businessmen "by surprise" when they were first outlined to the group March 29.

The committee at Friday's meeting voted unanimously to recommend to the membership that they approve closing off only the number of streets necessary to accommodate the exhibits. Boulder Experiments had planned to close about 10-square blocks, based on the superblock proposal of the Boulder Tomorrow revitalization plan.

At next Friday's committee meeting, the student workers on the fair are expected to report how much street space they estimate is needed for the fair. It was estimated Friday there will be 80 to 85 exhibits, demonstration projects and workshops.

Sponsoring the downtown fair is the Consortium which has received a U.S. Office of Education grant for the project referred to as SADM (Student Assistant Development of Materials Environment and Social Studies). The consortium, which is affiliated with the University of Colorado, has offices at 855 Broadway.

Eight seniors from Boulder and Fairview High Schools are earning social studies credit for

(Continued on Page 1)

## Downtown Businessmen Study Alternative Plans For Fair

Tracey gave us some specific tasks that the Executive Council wanted us to do before their next meeting and report to them on--provide more specific information on parking facilities, on the amount of space we'd really need to close off, and so forth. Tracey said we'd really done a good job in our presentation and impressed the businessmen with the amount of time and effort that had gone into planning so far. But there was still some concern about the effects of the fair on business, so they wanted to make absolutely sure that we were doing everything possible to really get people down to the fair with the greatest of ease.

We put together information in answer to their specific questions for the second Executive Council presentation, held on April 14. At that meeting the businessmen asked us to develop several alternative plans for blocking off streets in the downtown area, one which would not include closing Pearl Street, the main downtown street. We were to present these alternatives, along with a full report covering all our plans, to the full meeting of the DBA on April 18, and at that meeting the DBA would vote on (1) whether to OK the fair at all, and (2) if so, which of the alternative street-closing plans to approve.

We set to work preparing a "fancy" presentation for the DBA meeting. We used much of the material from our first meeting with the Executive Council--we put together a set of handouts in a packet, including a list of all activities signed up to date, a budget, an outline of advertising plans, an outline of evaluation plans, an outline of security, sanitation, and safety plans, and a map of planned bus routes. We also had transparencies to illustrate our presentation, and we "rehearsed" our individual presentations on specific segments of our plans before some of the SSEC staff members, who role-played possible responses and questions from the businessmen.

The really big problem, though, at the final DBA meeting was deciding on a request for alternatives to closing off Pearl Street. It actually came up with several alternatives and we made lists of the advantages and disadvantages of each. As we composed the presentation we covered that none of us really wanted to be as good as we wanted it to be, but we had to close off Pearl Street.

AFTER ALL, THAT WAS THE ORIGINAL REASON TO CLOSE OFF PEARL STREET, TO GET RID OF AUTOMOBILE TRAFFIC AND FILL IT WITH PEOPLE!

If we let go of the idea of a pleasant, comfortable, vibrant downtown, the core idea of the fair would be a presentation with the Superblock, a mundane fair.

Allan pointed out, "If we are closing Pearl, you know they will be there."

Janey asked the group, "If we go with the alternative--if we go all-or-none, we are closing us down on Pearl Street anyway. Why risk no fair at all for that?"

This was perhaps the hardest question I had to answer all year. We had to weigh the benefits of closing off Pearl Street, against the loss of our minds from the first, against the possibility of the rest of the fair being cancelled by the elimination of Pearl Street. Would the rest of the fair be cancelled?

We considered the ramifications of each alternative--how would everyone else who was affected feel?--would sticking by the Pearl Street be worth it?

# Downtown Businessmen Study Alternative Plans For Fair

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some specific tasks that the Executives wanted us to do before their next meeting to them on--provide more specific parking facilities, on the amount of parking they need to close off, and so forth. We had really done a good job in our preparation and impressed the businessmen with the amount of effort that had gone into planning but there was still some concern about the fair on business, so they were not absolutely sure that we were doing what was possible to really get people down to the greatest of ease.

We provided information in answer to their questions for the second Executive Council meeting, held on April 14. At that meeting the businessmen asked us to develop several alternatives for blocking off streets in the downtown area, one which would not include closing off Pearl Street, the main downtown street. We prepared these alternatives, along with reviewing all our plans, to the meeting of the DBA on April 18, and at that meeting they would vote on (1) whether to OK the plan, and (2) if so, which of the alternative closing plans to approve.

In preparing a "fancy" presentation for the meeting. We used much of the material prepared for the meeting with the Executive Council--a set of handouts in a packet, including a list of all activities signed up to date, a timeline of advertising plans, an outline of security plans, an outline of safety plans, and a map of planned parking areas. We also had transparencies to illustrate the plan, and we "rehearsed" our presentations on specific segments of our program with some of the SSEC staff members, who provided their responses and questions from

The really big problem, though in preparing for the final DBA meeting was deciding what to do about their request for alternatives to closing Pearl Street. We actually came up with several alternatives at first, and we made lists of the advantages and disadvantages of each. As we composed these lists, though, we discovered that none of us really thought the fair would be as good as we wanted it to be if we didn't close off Pearl Street.

AFTER ALL, THAT WAS THE ORIGINAL IDEA OF THE FAIR-- TO CLOSE OFF PEARL STREET, THE HEART OF DOWNTOWN, TO REMOVE AUTOMOBILE TRAFFIC AND FILL IT INSTEAD WITH REAL LIVE PEOPLE!

If we let go of the idea of turning Pearl Street into a pleasant, comfortable, visible, liveable mall, the core idea of the fair would be gone. No more experimentation with the Superblock idea. Just a plain old mundane fair.

Allan pointed out, "If we offer them an alternative to closing Pearl, you know they'll jump at that."

Janey asked the group, "If we don't offer them an alternative--if we go all-or-nothing--what if they turn us down on Pearl Street anyway? Are we all willing to risk no fair at all for this?"

This was perhaps the hardest question we had to answer all year. We had to weigh the importance of closing off Pearl Street, a central vision in all of our minds from the first, against the rest of the fair. Would the rest of the fair be diminished enough by the elimination of Pearl Street to justify calling it off?

We considered the ramifications of the question:

--how would everyone else who had worked on the fair feel?

--would sticking by the Pearl Street closing unwavering?

ingly convince the businessmen of the plan's merit?

--what would really be the consequences of closing off some other street, or moving the whole fair to the library mall? would they really be all that serious?

--would the consequences to the businessmen be all that serious if Pearl Street were closed?

We finally decided that this was a time when we should not compromise. We had made hundreds of accommodations in the course of development of the fair, not only to businessmen but to everyone else working on the fair. And for the most part, those compromises worked to the benefit of the fair by taking account of the interests and values of many different groups in the community.

But closing Pearl Street was what we wanted to get people out to SEE the old buildings and to TALK to their friends without to be able to BRING THEIR CHILDREN out fear of their being hit to EXPERIENCE a downtown area that was nice--even nicer--than a shopping mall.

Off we went to the big DBA meeting, trembling in our boots. We knew we might not be working on a plan that almost seemed like a bluff, but when they told them to say "No," we were so busy hassling about it.

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But closing Pearl Street was a core idea of the fair--  
we wanted to get people out of their cars and really  
SEE the old buildings and the shops, to be able to  
TALK to their friends without the din of automobiles,  
to be able to BRING THEIR CHILDREN to the fair with-  
out fear of their being hit by a car, and most of all,  
to EXPERIENCE a downtown area which was every bit as  
nice--even nicer--than a shopping center.

Off we went to the big DBA meeting--the hour of truth--  
trembling in our boots. We knew that after tonight  
we might not be working on a fair anymore. In a way,  
that almost seemed like a big relief; we almost wanted  
them to say "No," we were so tired of working and  
hassling about it.

The DBA presentation came off pretty well, with only occasional cracks in our nervous voices. Then came the much-dreaded discussion period. (Unfortunately we didn't get a transcript of this, but some of the questions and statements stand out vividly in our memories and others we scribbled down in notes.

Businessman: "I thought you were supposed to give us some alternatives to closing Pearl? Why didn't you do that?"

Another Businessman: "What did you expect them to do--give up the heart of their idea?" We explained why we'd decided on to compromise."

Businessman: "Who's going to pay for the National Guard when there's trouble?"

We "er-ed" and "um-ed" and allowed as how we didn't think that there was a remote chance of a riot, since this was a family affair.

Businessman: "But you can't guarantee there won't be. The businessmen are who'll pay, that's who'll end up paying for the Guard."

We mumbled something about we'd always thought that the taxpayers in general paid for the National Guard, and that included us and our parents. (This was before the Day of Crisis.)

Businessman: "Why do we (the DBA) have the final say over whether these kids get to use Pearl Street? Isn't the downtown a public place, to be used for the whole community, not just the businessmen's private realm?"

We nodded that we'd been wondering about that all along.

Businessman: (Carl Schwartz, in fact, the dear man): "Shopping centers have activities like this and actually pay out money for them, hoping people attracted by the activities will also shop. We're being handed a promotional deal on a silver platter! The merchants who can't drag some of the people attracted by the fair into their stores are just bad merchants. I say, Vote it in and then go like hell with it!"



Businessman: "I appreciate the remarks that if we do not use the fair to our advantage, we are bad businessmen. There are lots of bad merchants in the downtown area. If this was such a great thing we were being offered, however, I am convinced that Table Mesa and others would be bidding for it. I am convinced we will definitely lose business that weekend. But I now see a plan. I did not see one last month at the initial presentation. I see that only one day of business will be affected. I do not agree on the time of the fair; weather is a gamble and Mother's Day is a big factor. But, we have to give it a try. I think it will be a kick in the pants for us. I could be wrong. If I was brilliant I would own my store, not manage it. We must recognize the fantastic job done by these young people. We have to get it out of our hair. If it does not work, do not come back next year. If it works, great. I move with reluctance we accept Boulder Experiments."

## Businessmen's Ass To Support Environm

The Downtown group was ne  
Businessmen's Association said it would  
voted Tuesday night to approve permits necessary  
and support the Boulder the fair  
Experiments environmental fair  
fair set downtown May 12-14. The vote was 19 in  
The association also approved four opposed. Three  
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blocked for the exhibits. Streets the Social Science Ed  
Broadway to 14th and 13th Office of Education grant. Ed  
Street one-half block north and seniors from Boulder  
south off Pearl. Fairview High Schools ar  
Support of the businessmen's coordinating the project, named  
SADMESS (Student Assisted  
Development of Materials for  
Environmental and Social  
Studies).  
Ed Munson, president of the  
businessmen's association, said  
the students Tuesday night  
"gave a very good, detailed  
report," which indicates there  
will be about 80 exhibits at the  
fair.  
Munson said the association is  
forming a committee to work on  
publicity with the student  
group. The group is seeking  
broad support from Boulder  
citizens to plan and conduct the  
fair.  
Rob Smith, member of the  
businessmen's group, said the  
fair is designed as a family  
activity, aimed at community  
participation, rather than only  
student involvement.



"Well, there went our last chance to get out of it!"

# Businessmen's Association To Support Environment Fair

The Downtown group was needed since the city Businessmen's Association said it would not issue the voted Tuesday night to approve permits necessary to conduct and support the Boulder fair unless the fair set downtown May 12-14. The vote was 19 in favor and Experiments environmental the fair did not vote. Three members The association also approved four opposed. The fair is being sponsored by a compromise specifying a did not vote. The Social Science Education smaller street area to be blocked for the exhibits. Streets the Office of Education grant. Eight blocked for the exhibits. Pearl from Boulder and Fairview High Schools are to be blocked will be Pearl and seniors from Boulder and SADMESS (Student Assisted Development of Materials for Environment and Social Studies). Broadway to 14th and 13th Street one-half block north and south off Pearl. Ed Munson, president of the businessmen's association, said "gave a very good, detailed report," which indicates there will be about 80 exhibits at the fair.

Munson said the association is forming a committee to work on publicity with the student group. The group is seeking broad support from Boulder citizens to plan and set the fair.

Rob Smith, member of the businessmen's group, said the fair is designed as a family activity, aimed at community participation, rather than only student involvement.

Boulder Daily Camera

Wednesday, April 19, 1972

"I appreciate the remarks that if the fair to our advantage, we are men. There are lots of bad merge downtown area. If this was such g we were being offered, however, I that Table Mesa and others would or it. I am convinced we will ose business that weekend. But I an. I did not see one last month al presentation. I see that only usiness will be affected. I do not time of the fair; weather is a other's Day is a big factor. But, ive it a try. I think it will be e pants for us. I could be wrong. lliant I would own my store, not We must recognize the fantastic these young people. We have to f our hair. If it does not work, back next year. If it works, great. reluctance we accept Boulder



"Well, there went our last chance to get out of it!"



April 19, 1972

Dear Mr. Tedesco:

As a result of the favorable vote of the Downtown Businessmen's Association at their monthly meeting last night, the Boulder Experiments staff is now moving forward with finalizing plans for the Community Environmental Fair to be held on the evening of May 12 and all day on May 13 and 14 in the downtown area. Bob Sample of your office has informed us that we will need a number of different kinds of permits for fair activities: a permit to block off some of the streets in the downtown area, permits for booths and other fair activities which will block rights of way, permits for vending, Health Department permits for food sales, a Parks and Recreation permit for the use of Central Park, a permit for use of the Municipal Library, and the Public Library, and be obtained from your office and the county agencies.

At this point we would like to request the following permits: the permit for the use of the Municipal Library and the Municipal Library and the Municipal Library on activity locations two weeks.

Enclosed you will find details on the locations of activity locations which are planned for the following:

- 1) Pearl Street from Broadway to 14th; 13th Street from the alley between Spruce and Pearl to the alley between Pearl and Walnut.
- 2) County Courthouse lawn.

Once the DBA voted to support us, a number of them went all out.

Ed Munson, the President of the Association, really went gung-ho--he loaned us his store's truck, he let us use a back room in the store for storage, he decided that the DBA should cover some of the advertising charges when enough money couldn't be collected voluntarily from the downtown businessmen.

And of course many of the others began or continued to help out in many ways--.

Immediately following the DBA vote, we submitted our request for a street closing permit to the City Manager:

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At this point we would like to request the permit for vending, the permit for use of the area between the Library and the Municipals, and plans on activity locations for the two weeks.

Enclosed you will find details on the locations of the activity locations and the following:

Once the DBA voted to support us, a number of them went all out.

Ed Munson, the President of the Association, really went gung-ho--he loaned us his store's truck, he let us use a back room in the store for storage, he decided that the DBA should cover some of the advertising charges when enough money couldn't be collected voluntarily from the downtown businessmen.

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- 1) Pearl Street from Broadway to 14th; 13th Street from the alley between Spruce and Pearl to the alley between Pearl and Walnut.
- 2) County Courthouse lawn.
- 3) Public Service Company parking lot and meeting room.
- 4) Central Park, including the Bandshell.
- 5) The Mall between the Municipal Building and the Public Library and part of the parking lot nearest the Municipal Building.

file



**CITY OF BOULDER, COLORADO 80302**

May 3, 1972

Ms. Karen Boyett Wiley  
Associate Director  
SADMESS  
Educational Resources Center  
855 Broadway  
Boulder, Colorado 80302

Dear Karen,

Your request for closure of certain downtown streets and use of the City mall during the Boulder Experiments Community Fair is hereby approved, conditional on the following:

- (1) The time period for the street closure and mall use will be from 5 p.m., Friday, May 12, to 11:00 p.m., Sunday, May 14. ✓
- (2) Only those portions of Pearl Street and 13th Street shown on the map will be closed for your use. The alleys opening onto 13th Street will remain open, and Broadway will remain open. ✓
- (3) A complete list of exhibits and responsible persons will be submitted to this office prior to the opening of the Fair. ✓
- (4) Permits for use of the County Courthouse lawn, the Public Service Company parking lot, and the Central Park bandshell must be obtained from the relevant authorities prior to the Fair. *van Boushwick* *Shirley* *Pat King*
- (5) All Fire and Health codes must be carefully followed. ✓
- (6) Fair security and medical supervision must be arranged at v

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Educational Resources Center  
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- (4) Permits for use of the County Courthouse lawn, the Public Service Company parking lot, and the Central Park bandshell must be obtained from the relevant authorities prior to the Fair. *van Boulder* ✓ *Shoreline Club* *Bob Ray*
- (5) All Fire and Health codes must be carefully followed. ✓
- (6) Fair security and medical supervision must be arranged at your own expense. ✓
- (7) When the Fair is dismantled, the area must be thoroughly cleaned and returned to its original condition. ✓

Ms. Karen Boyett Wiley  
Associate Director  
SADMESS  
May 8, 1972  
Page 2

- (8) The wishes of the Downtown Merchants Association must be given first consideration in all Fair planning. v
- (9) All applicable health and food handling permits must be obtained from the City-County Health Department. v
- (10) No amplified music will be permitted. Contact the City's Environmental Protection Officer, Jim Adams, for information about City noise control standards. *Check with your address*

In response to your question about the best way to close 13th Street, I suggest that you contact Captain Hopkins, of the Boulder Police Department for advice.

It appears that this Fair is off to a good start. I would like to wish you and all of the SADMESS students and staff the very best of luck in this worthy community project.

Very truly yours,



Ted Tedesco  
City Manager

TT/kjd

When Bob Sample gave us this letter, he duly notified us also of the city ordinances applying especially to Sundays. Their "quaintness" really gave us a chuckle:

The following activities cannot take place on Sunday:

(8) The wishes of the downtown merchants Association must be given first consideration in all Fair planning.

(9) All applicable health and food handling permits must be obtained from the City-County Health Department.

(10) No amplified music will be permitted. Contact the City's Environmental Protection Officer, Jim Adams, for information about City noise control standards. *Check with*

In response to your question about the best way to close 13th Street, I suggest that you contact Captain Hopkins, of the Boulder Police Department for advice.

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City Manager

TT/kjd

When Bob Sample gave us this letter, he duly notified us also of the city ordinances applying especially to Sundays. Their "quaintness" really gave us a chuckle:

The following activities cannot take place on Sunday:

- Barbering
- Boxing or wrestling
- Selling of liquor
- Gambling
- Selling of motor vehicles
- Loud music



84  
other permits and permissions

Even though the street permit hinging on the DBA approval was the most crucial permit for the fair, there were many other permits we had to get, standards we had to meet, and private permissions we had to obtain.

FOR EXAMPLE.....

A delegation of two of the staff made an appointment with the fire marshall early in April. That meeting was one of the times when the whole permit/regulation business almost "destroyed" us. In order to get the OK of the city fire marshall, we had to meet the following conditions:

1. Leave fire lanes 20 feet wide on every street we blocked off.
2. Fireproof all temporary structures in the downtown area, which is rated as a high-risk fire zone.
3. All temporary structures must have two exits at least 2/5 of the perimeter of the structure apart and 3 feet wide, 6 feet 8 inches high.
4. Avoid the use of propane and butane gases.
5. Hire a licensed electrician to supervise the temporary electrical wiring.
6. There must be a 50% safety factor in the wiring. Use of overhead circuits is preferrable. Junction boxes must be built around all electrical outlets lying in the open, and padlocks must secure the boxes.

The first item, we'd already planned to do, because Bob Sample had already told us about it. The other itmes were new to us and meant that we'd have to accomplish some extra tasks we hadn't planned on and weren't sure we were capable of handling at all. Panic almost overtook us, but then we managed to calm down and coolly figure out what we had to do to meet these new requirements. We ended up moving the big dome from its originally planned location to the library parking lot, outside the high fire danger area--to fireproof it would have been WAY too expensive, and to build it out of nonflammable materials was out of the question, too (can you imagine a masonry dome?). One of the SSEC staff members, Bill Stevens, volunteered to take over the electrical arrangements, much to our relief, and got the Public Service Company to help out on that.

CITY OF BOULDER, COLORADO 80302

May 10, 1972




Obtain  
info.  
times  
differ  
result  
and co  
to lot  
part.

This is verification that the City of Boulder Parks and Recreation Department has received, on this date, a check in the amount of \$200.00 to be held as a deposit on (3) concert permits issued on May 11 for the Band Shell in Central Park. The dates the (3) permits good for is May 12, 13 and 14th, 1972.

SOCIAL SCIENCE EDUCATION

To: Karen

  
Robert E. Key  
Director of Parks and Rec

I contacted Jim Adams, the of the City, 442-2020 x 285 for the park bandshell for Use and Zoning Panel to be 3 p.m. He checked with Bob and said that neither of them would be required. (In order needed, the decibel level was measured 25 feet from the park. Even then, the officers from only check if a complaint was

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

To: Boulder Experiments

Date: March 2, 1972

I contact the Parks and Recreation Dept. and we have to write a letter to Bob Key describing our planned activities for the parks for the fair and he will approve our use of the parks through a letter. He said there is no formal permit procedure and from my description of the fair he saw no problem. So let me know the other activities planned for the parks in addition to Avital and I will write the letter.

Also, Adams said that as far as he knew, no one had as yet been to the bandshell or public park to be done right away through the City.

Reggie Greene

Obtaining permits and correct info. about regulations sometimes meant talking to many different people, which often resulted in lots of repetition and confusion which in turn led to lots of frustration on our part.



BOULDER, COLORADO 80302

May 10, 1972

On that the City of Boulder Parks and Recreation received, on this date, a check in the amount of \$2000.00 for deposit on (3) concert permits issued on May 7, 1972 in Central park. The dates the (3) permits are for May 13 and 14th, 1972.

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

To: Karen

Date: 4/28/72

*Robert E. Key*  
Robert E. Key  
Director of Parks and Recreation

I contacted Jim Adams, the Noise Ordinance Officer of the City, 442-2020 x 285, concerning a variance for the park bandshell for the City Planning, Land Use and Zoning Panel to be held Sunday, May 14 at 3 p.m. He checked with Bob Anderson (also of the City), and said that neither of them felt that a variance would be required. (In order for a variance to be needed, the decibel level would have to be above 80 measured 25 feet from the property line of the park. Even then, the officers from noise control would only check if a complaint were filed.)

Also, Adams said that as far as the staff out there knew, no one had as yet been contacted for use of the bandshell or public parks. He said that needs to be done right away through Dennis Lindsay of the City.

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

Date: March 2, 1972

to Bob Key describing our plans for the fair and the parks through a letter. So he saw no problem. So I will write the

Aggie Greene

*Ben Angell*

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

*Check out w/ Steve*

To:

Date:

Fair food

1. Outdoor cafes--no health permit needed, block right-of-way --  
 Fred's -- extend outdoor cafe to make room for Forum  
 No-name restaurant (on Broadway) --  
 Family Table--behind, in their own parking lot (therefore, not block rt. of way)

? Nutrition Center - 15<sup>th</sup> & Pearl

2. Concessions -- health permit needed; non-profit B.E. sponsored

*Steve H -  
Lumier*

BE bread concession (Dixie heading up)--sold in 39' dome  
BE food sales staff--selling BE bread and food from licensed restaurants, etc.

*prop*

not

3. Concessions -- health permit/needed; profits shared with BE? in dome

*talk  
license*

*Celestial*  
The Herb Shop -- tea sold in dome  
The Bread Shop -- bread sold in dome  
The Bakery -- bread sold in dome  
Mountain High Ice Cream -- ice cream in dome

4. Concessions -- health permit not needed; profits not shared with BE?

*talk  
about  
license*

Tico's taco stand -- need extra license?

SOCIAL SCIENCE EDUCATION

To: Concessions

flower sellers - *ja* check  
ice cream  
candy

already have health food t  
dome - Dixie is handling

If food sellers are wander  
difficulties with permits-  
bridge when we come to it.

FIGURING OUT WHAT HAD TO BE  
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DUCTION AND SELLING VENTURE  
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EDUCATION CONSORTIUM, INC.  
*Check out w/ Steve*

Date:

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

To: Concessions

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hop -- tea sold in dome  
Shop -- bread sold in dome  
-- bread sold in dome  
High Ice Cream -- ice cream in dome  
s -- health permit not needed;  
profits not shared with BE?

o stand -- need extra license?

flower sellers - ~~jk~~ check with florists  
ice cream  
candy

already have health food thing arranged for  
dome - Dixie is handling

If food sellers are wandering around, may have  
difficulties with permits--but we can cross that  
bridge when we come to it.

FIGURING OUT WHAT HAD TO BE DONE ON HEALTH  
AND VENDING PERMITS TO COVER OUR FOOD PRO-  
DUCTION AND SELLING VENTURES GOT RATHER  
CONFUSING. THESE ARE SOME NOTES ON THE  
FOOD PERMIT SITUATION FROM ABOUT TWO WEEKS  
BEFORE THE FAIR.

CONTRACT

Between: Social Science Education Consortium, and  
City of Boulder through the Youth Service Bureau

The City of Boulder hereby grants permission to the above mentioned group for the use of the City owned facility at 1705 Broadway for the three days of May 12 thru May 14, 1972.

It is understood that this facility will be used only for activities related to the Boulder Experimental Fair. Access to the building prior to the stated weekend is permitted as necessary.

The facility, the furniture, and the equipment are property of the City of Boulder; the above named group is responsible for this property through May 15. The above named group agrees to maintain the physical condition of the building and to have it vacated and clean by May 15, 1972,

*Suzanne W. Helburn*  
Supervisor, SADMES

Executive Director, Youth Service Bureau

This was permission for the use of an empty building for storage of equipment needed for the fair. Ed Munson, owner of Valentine Hardware gave us permission to use the back room of his store and Woolworth's also lent the use of part of their building for storage.

Getting permission to use the county courthouse lawn, which borders on Pearl Street in the area we planned to close off, was particularly frustrating. You'll note in the calendar at the beginning of this book that Allan began trying to reach George Van Booven, one of the County Commissioners, on April 17 about this matter. We assumed that there would be no problem since all along we'd been including the courthouse lawn area in our plans and Mr. Van Booven was one of our advisors. Also, since this was an environmental fair, we were very careful that no activities which could damage the lawn in any way were to be carried on there.

Allan tried almost every day for about 2 weeks to call Mr. Van Booven. He was always busy or out of the office, his secretary told us. Early May, Karen said she'd try to break the secretarial barrier. She explained our plans to the secretary and asked if she would ask Mr. Van Booven to call us back. She didn't call back. When we finally called her again, she said the answer was "no," they never let anyone use the courthouse lawn anymore because it destroys the grass.

This was a triple frustration, because:

1. At least one organization use the courthouse lawn "Pancake Breakfast," and groups have used it on
2. The Pancake Breakfast s equipment, while we were physical equipment, on the lawn.
3. She said she had never Booven--he was too busy this.

At our wits end--we had to already sent the program to courthouse lawn given as the meetings--we resorted to the We asked a friend who knew him if there had been some She wasn't able to reach him really was out of town--but Commissioner Van Buskirk. can use it" while reminding take care of it.

We breathed a deep sigh of selves that Next Time we'd count on anything until we had been OK'd.



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 cause it destroys the grass.

le frustration, because:

1. At least one organization is permitted to use the courthouse lawn every summer for a "Pancake Breakfast," and frequently other groups have used it on special occasions.
2. The Pancake Breakfast sets up tables and other equipment, while we were specifying that no physical equipment, only people could be on the lawn.
3. She said she had never spoken with Mr. Van Booven--he was too busy to be bothered with this.

At our wits end--we had to have the lawn, we'd already sent the program to the printer with the courthouse lawn given as the site for several meetings--we resorted to the "Contacts Game." We asked a friend who knew Mr. Van Booven to ask him if there had been some msitake or oversight. She wasn't able to reach him--sure enough he really was out of town--but she talked to Commissioner Van Buskirk. He said, "Of course they can use it" while reminding us to be careful to take care of it.

We breathed a deep sigh of relief and promised ourselves that Next Time we'd start earlier, and not count on anything until we knew for sure that it had been OK'd.

# Social Science Education Consortium, Inc.

Educational Resources Center, Inc. • 443-2211 Ext 8155 • 855 Broadway • Boulder, Colorado 80302

In addition to getting official permits from governmental agencies, we had to get legal permissions from a number of private groups whose facilities we wanted to use. For instance, we had to provide adequate parking for those who came to the fair in their cars (which we hoped would be few). We asked the banks for permission to use their lots.

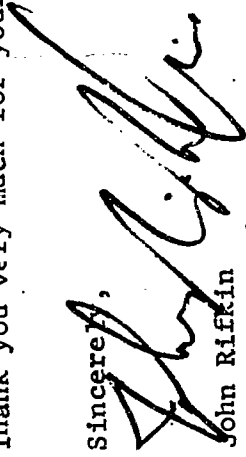
April 11, 1972

Mr. Reich  
National State Bank  
13th & Pearl Streets  
Boulder, Colorado 80302

Dear Mr. Reich:

This letter is to confirm our conversation of April 10th in which you agreed to allow the Boulder Experiments to use your parking lots for the fair during your non-banking hours, the 12th, 13th, and 14th of May. Please initial the enclosed copy of this letter and return it to us for our records. Thank you very much for your time and cooperation.

Sincerely,



John Rifkin  
Boulder Experiments

JR:mb  
Enclosure

By endorsement below, the National State Bank affirms it's intent as stated by telephone the other day to allow use of its parking lot for the specific and sole purpose of automobile parking at any times not required for bank purposes. This would exclude non-bank customer parking on weekdays from 8-5pm, Saturdays 8-12 noon. At all other times the parking lot is open and available - on a first come, first

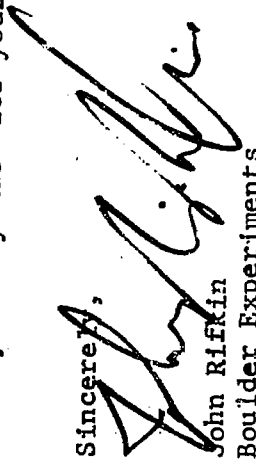
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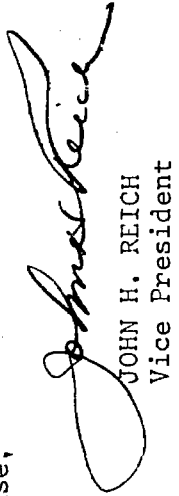
Sincerely,



John Rifkin  
Boulder Experiments

JR:mb  
Enclosure

By endorsement below, the National State Bank affirms it's intent as stated by telephone the other day to allow use of its parking lot for the specific and sole purpose of automobile parking at any times not required for bank purposes. This would exclude non-bank customer parking on weekdays from 8-6pm, Saturdays 8-12 noon. At all other times the parking lot is open and available - on a first come, first served basis for unrestricted public use.



JOHN H. REICH  
Vice President

IRVING MORRISSETT, EXECUTIVE DIRECTOR • W. W. STEVENS, JR., ASSOCIATE DIRECTOR

Several of the activities were to be held inside. These included things like the Olympics and anti-Olympics presentations, the IBM display, and the League of Women Voters film festival. Thus, we had to find places for these events to be scheduled.

In a couple of instances our arrangements for inside rooms got fouled up. John had thought he had made arrangements for the use of the Majestic Savings Conference room and Steve had said he'd talked to Public Service Company about use of their conference room. We found out a week before the fair that neither Majestic nor Public Service had us on their calendars. Fortunately, they had not scheduled anything else for the fair time and a few telephone calls got it all straightened out.

This little exercise taught us that you have to be very careful to talk to the right person--in this case the secretary in charge of room scheduling for the two companies involved--give them very clear information about what you want--in this case, we'd like to use such and such a room at such and such a time on such and such a day--and make sure that they confirm your request and the action taken on it, preferably in writing--in this case, send you a letter stating the arrangements made.

**BOULDER VALLEY PUBLIC SCHOOLS**

Barnard D. "Pat" Ryan, Superintendent

P.O. BOX 11  
BOULDER, COLORADO 80302  
(303) 442-6931

ARTHUR E. AXELSON  
Director of Secondary Education

May 4, 1972

TO: Secondary Principals

FROM: Arthur E. Axelson, Director of Secondary Education  
*AEA*

SUBJECT: BOULDER EXPERIMENTS

This is to authorize Mrs. Violet Wagener and her representative Miss Janey Brunton to contact the building principal for the purpose of distribution flyers on Boulder Experiments - Fact Sheet and Marshall applications.

AEA:iib

Though the whole SA joint project between Boulder Valley Public Schools found that we had to solicit volunteers marshals at the fair that, although we did "permission" to ask in general in the future it helped a lot to the Superintendent sanction to our probable, legitimate school

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Though the whole SADMESS project was a joint project between the SSEC, and the Boulder Valley Public Schools, we found that we had to get schools to solicit volunteers to be junior and marshals at the fair. We also found that, although we didn't need special "permission" to ask for participation in general in the fair from the schools, it helped a lot to have a letter from the Superintendent giving explicit sanction to our project as an acceptable, legitimate school activity.

suggest

#### SUGGESTIONS FOR GETTING PERMISSION

1. Get someone who knows the ins and outs of local ordinances, regulations, etc. out here. Someone in the city government or a local lawyer should be able to tell you the kinds of permits you'll need, the standards you'll have to meet, and the steps for getting the permits.
2. Be willing to do all the legwork yourself. The legal help you get from you probably won't include actually getting the permits. He's only there to tell you what YOU have to do.
3. Find out about permits EARLY. Not just permits in general--but about the regulations you'll have to follow, and whose OKs you'll need. They may set limits on what you can do. (We didn't find out until rather late about the fire regulations; we had to make some major changes in our plans--moving the dome--and take on tasks we hadn't worked into our scheduling and manpower planning,--electrical arrangements. And then, of course, there was the DBA episode in which we had to do it in.)
4. Check out everything super-thoroughly. Don't ASSUME anything. Be very precise about details on procedures and following through on the details. And, when you get commitments and confirmations of your arrangements in writing. In the area of permits and permissions, it's probably better to do too much than too little. The "let it flow" area.
5. If you run into barriers which seem insurmountable, try to get some help from either "know the game" or "know the people." Though you will want to use "contacts" only sparingly, you shouldn't hesitate to use them in a pinch: if you're "kids" and your group hasn't established its "legitimacy" firmly, other people don't pay attention to you, writing you off as "just a kid." When you get someone who is respected to help you to get your foot in the door so that you can prove you're more than "just a kid." (On the other hand, sometimes being too aggressive impresses the living daylights out of people and they'll pay more attention to you than they would to an adult. So, don't go running to your "contacts" before you can make it better on your own.)
6. Above all, don't let the bureaucracy get you down. We discovered that, at first, it really wasn't that hard to meet the required standards and get the necessary permits. It just took a little attention to detail and patience. And we also found out that there are some pretty good reasons for at least some of those rules!
7. Be aggressive, as we should have been in arranging an early DBA meeting.

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suggestions for getting permission

SUGGESTIONS FOR GETTING PERMISSION

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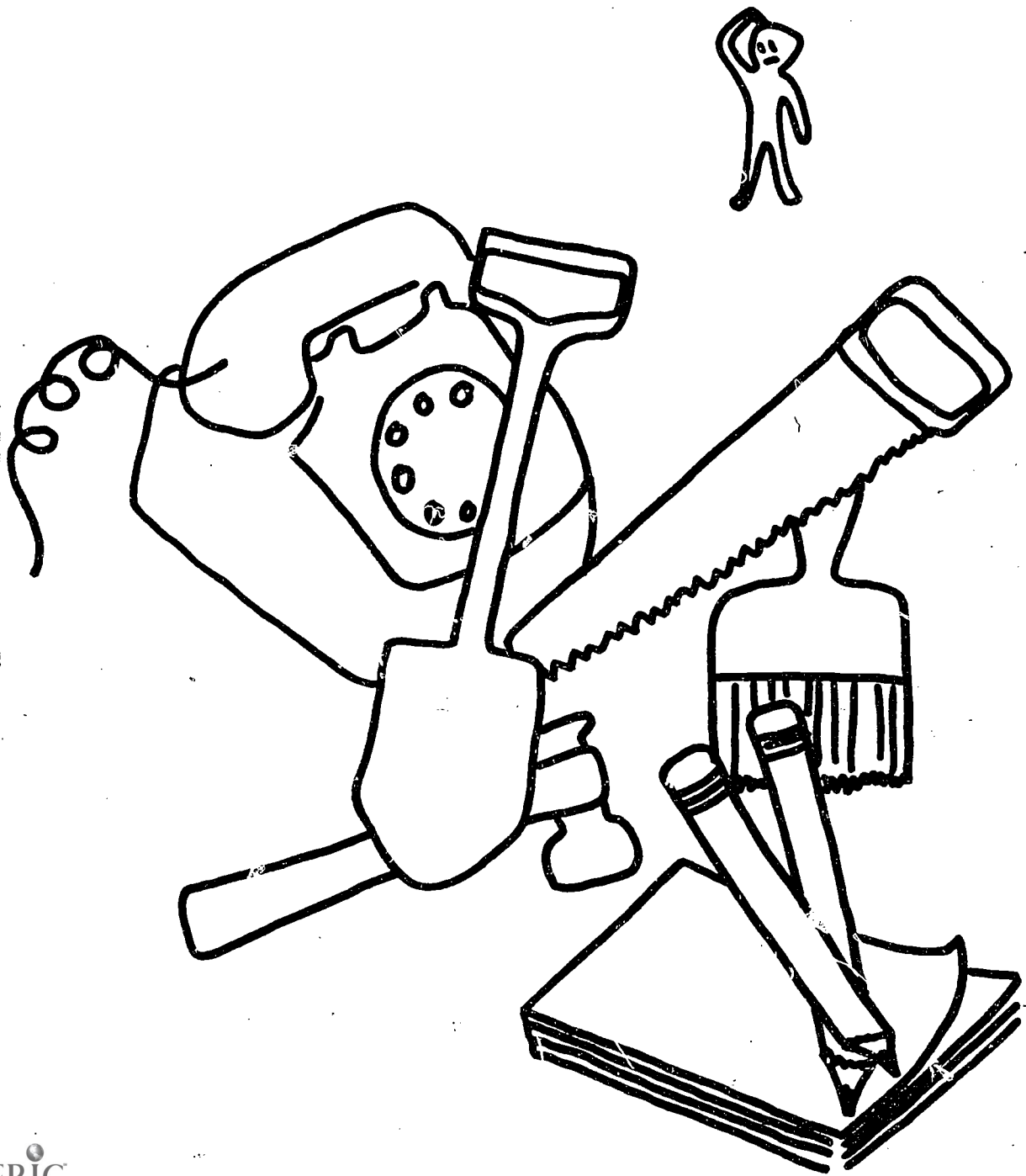
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Be aggressive, as we should have been in arranging an early DBA meeting.





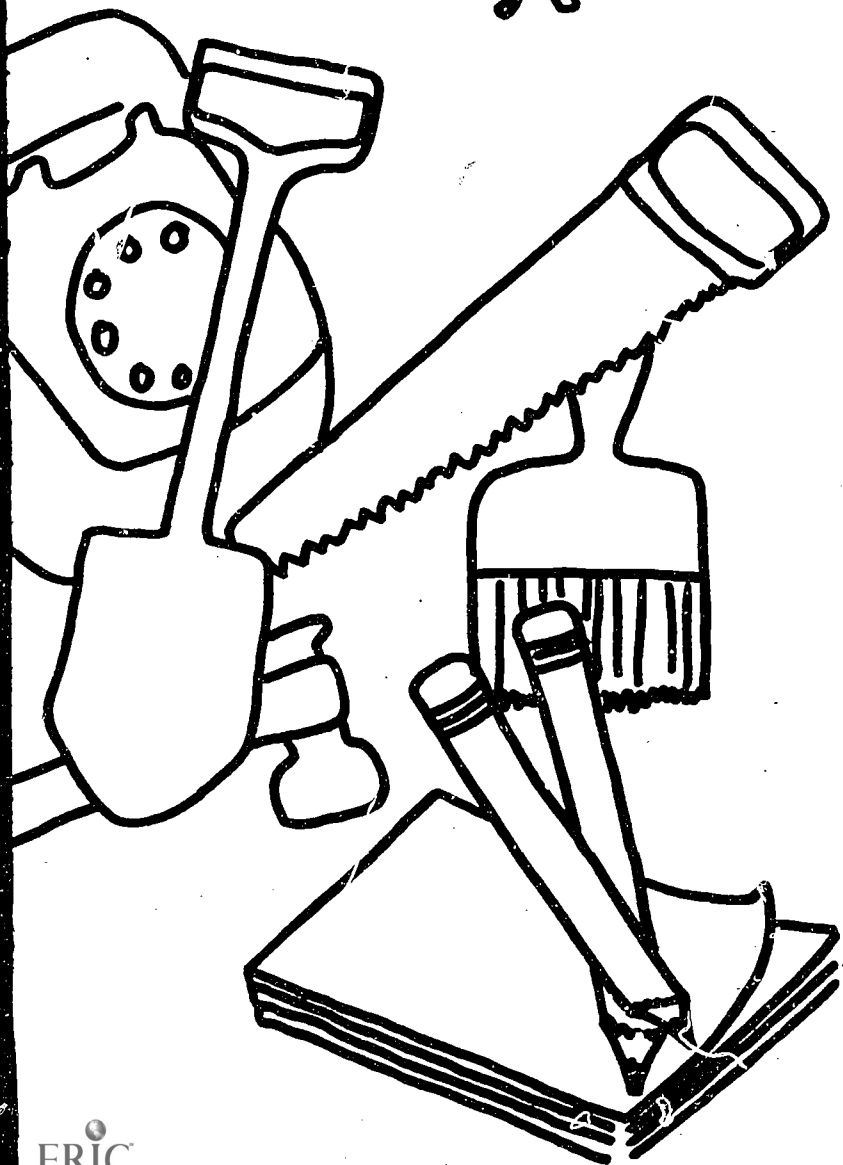
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# getting the work done



or

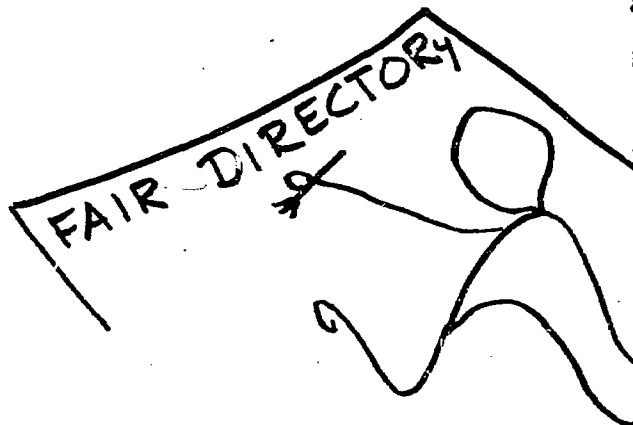
nitty-gritty stuff

ACTUALLY GETTING THE WORK DONE REQUIRED ATTENTION TO WHAT SEEMED LIKE A MILLION TINY DETAILS. WE WON'T BORE YOU WITH A COMPLETE ACCOUNT OF ALL THE NITTY GRITTY HERE, BUT WE'VE INCLUDED A VARIETY OF EXAMPLES OF THE KINDS OF THINGS ONE RUNS INTO IN TRYING TO PUT ON A GIANT COMMUNITY EVENT.

signs,

TO HELP PEOPLE GET AROUND, WE HAD SIGNS (as well as marshals and a headquarters staff and a program with a map).

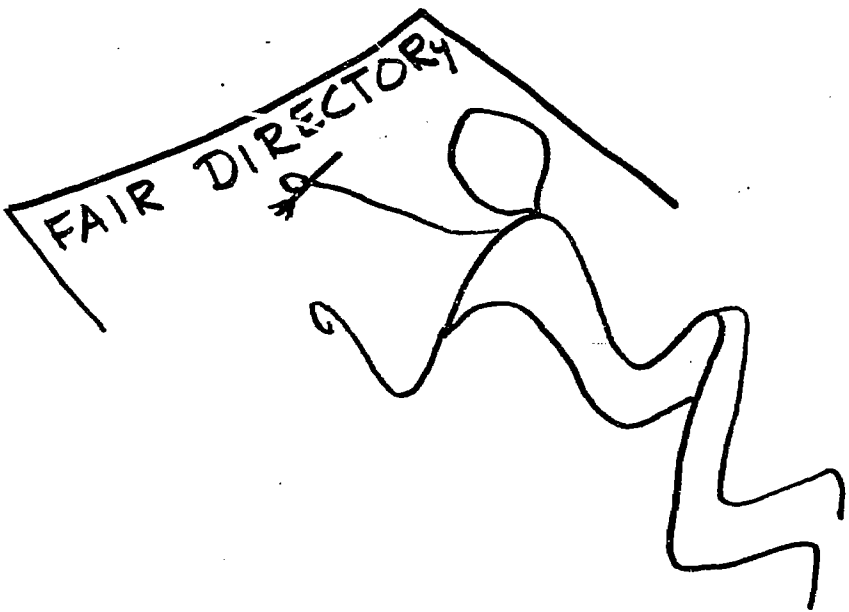
EACH PERSON WHO NEEDED SIGNS MADE FOR HIS PARTICULAR ACTIVITY TURNED IN A REQUEST TO KAREN, DETAILING WHAT SHOULD BE WRITTEN ON THE SIGNS, HOW MANY WERE NEEDED, AND SO FORTH. SEVERAL VOLUNTEERS WORKED INTO THE WEE HOURS FRIDAY NIGHT BEFORE THE FAIR MAKING THE SIGNS. THERE WERE ALL SIZES, SHAPES, AND COLORS OF SIGNS SAYING "RECYCLABLE TRASH," SIGNS SAYING "FOOD," AND EVEN THREE BIG "FAIR DIRECTORIES," COMPLETE WITH GREEN DESIGNATED TOILET FACILITIES!



signs, sanitation, & security

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TOILET FACILITIES  
for BOULDER EXPERIMENTS

<u>Place</u>	<u>Address</u>	<u># of Facilities</u>
Stage House II	1936 14th Street	2
Our House*	1745 14th Street	2
Public Library	1000 Canyon	6 (Sun. 1:30-6:00)
Fred's Steak House*	1308 Pearl	2
Majestic Savings* (Community Room)	1247 Pearl	2
Boulder Human Arts Shop	1201 Pearl	1
Galeria Ecuatoriana*	1900 Broadway	1
Dionysus	Broadway & Arapahoe	1

\*Open after 6:00 p.m.

One of the major organizational tasks for the fair was the acquisition of the latrines. We put this responsibility in the hands of capable Barbara Capron, TA for the SSEC staff

Barb ALSO was in charge of trash barrels! Yugh. She arranged to get some huge metal barrels from Arapahoe Chemical, and had them distributed at convenient locations throughout the fair. They were set up in pairs--one for recyclable paper trash and the other for non-recyclable trash.

Unfortunately, the barrels--or at least half of them--were responsible for two of the three injuries during the fair. Some of them had not been rinsed out thoroughly enough and there was a residue of caustic soda on them. THAT STUFF IS DANGEROUS! In close succession Barb got some on her arms and a little boy got some on his eyelid--thank goodness not in his eye.

We removed the dangerous barrels immediately, and had to make do with mixing recyclable and non-recyclable trash in the remaining barrels.

The third "emergency" medics had to handle Karen--in what we've called a little bit extreme case out of further work on she snapped a tendon in her leg early the first morning of the fair.

Though we certainly didn't overdo it was a nice safe feeling, having the fair--just in case. And then it was that it took no effort at all to have them there--we simply asked the Boulder Free Clinic if they'd be willing to have the volunteers and scheduled the

After hassling around with so many things we really learned to appreciate people like the Boulder Free Clinic, who set up to take whole chunks of your hands and, most of all, are willing to do so.

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Though we certainly didn't overburden them with work,  
it was a nice safe feeling, having medics on site at the  
the fair--just in case. And the nicest thing about  
it was that it took no effort at all on our part to  
have them there--we simply asked the Boulder Free  
Clinic if they'd be willing to help and they found  
the volunteers and scheduled them.

After hassling around with so many things ourselves,  
we really learned to appreciate community groups  
like the Boulder Free Clinic, who are skilled and are  
set up to take whole chunks of responsibility off  
your hands and, most of all, are ready and willing to  
do so.



## CLEAN UP MARSHALLS

Thank you for volunteering to help.

- 1) Be sure you know your place, day and hour of duty.
- 2) Each location has two trash barrels. One will be labeled for recycling. The other barrel will be for garbage and trash which can't be recycled. Both barrels will be labeled as to materials which should be deposited there.

- 3) Each Marshall should keep the assigned area litter-free. Each of you have a litter bag. You'll also have a package of Wash and Dry to after clean-up. Pick up litter bags and Wash and Dry in addition to making the arrangements for toilet facilities, Barb worked with Janey to put together a clean-up contingent.

They recruited "Junior Marshalls" from the junior high schools. Be sure marshalls filled out a form giving basic info like their name and phone number. Then, Barb and Janey sent out letters to the junior marshalls letting them know when and where to report for duty. The letters included an instruction sheet telling them their responsibilities.

Before going on duty, the junior marshalls picked up their name tags, arm litter bags (decorated nicely by some elementary school children in and Wash 'n Dries at the Fair Headquarters.

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Before going on duty, the Junior Marshals picked up their name tags, arm bands, litter bags (decorated nicely by some elementary school children in Boulder), and Wash 'n Dries at the Fair Headquarters.

Most of the Junior Marshals seemed to enjoy being a part of the fair, even though clean-up is a pretty crummy job. A couple suffered from acute boredom, others spent more time seeing fair activities than cleaning up, and two decided that the title "Junior Marshal" was too degrading, so they changed their name tags to read "General."

The whole system was pretty informal and casual. And it didn't really need to be terribly organized or tightly run, apparently. The Take-Down Captain reported that the take-downers hardly had to pick up any loose trash at all!

BOULDER EXPERIMENTS MARSHALL APPLICATION

NAME \_\_\_\_\_ AGE \_\_\_\_\_

ADDRESS \_\_\_\_\_ PHONE \_\_\_\_\_

ARE YOU IN SCHOOL? \_\_\_\_\_ WHICH ONE? \_\_\_\_\_ WHAT YEAR? \_\_\_\_\_

DO YOU HAVE A JOB? \_\_\_\_\_ WHERE? \_\_\_\_\_ DOING WHAT? \_\_\_\_\_

HAVE YOU HAD ANY MARSHALLING EXPERIENCE? \_\_\_\_\_ WHERE? \_\_\_\_\_

FIRST AID TRAINING? \_\_\_\_\_ WHEN? \_\_\_\_\_

ARE YOU ON PROBATION? \_\_\_\_\_ ANY SERIOUS MEDICAL PROBLEMS? \_\_\_\_\_

ANYTHING ELSE WE SHOULD KNOW ABOUT YOU? \_\_\_\_\_

IF YOU WERE TO BE A \_\_\_\_\_ SUNDAY THAT YOU COULD \_\_\_\_\_

Our original plans for the fair included some rather fuzzy ideas about having a volunteer "keep it cool" force. The Downtown Businessmen, however, were more worried than we (at least until the "Day of Crisis"---see section of that title) about the possibility of a riot or fight of some sort. We decided it would be best to be on the safe side, and it certainly couldn't hurt us to go along with their wishes. After all, their businesses were at stake. After they had good reason to ask that we make more careful security arrangements. After So we tightened up our security plans.

Stan Kleiman, an SSEC staff member, and Eric Heltzel, Allan's brother, volunteered with a slight amount of arm twisting to head up Reserve Patrolmen to get some guidance about security matters. He suggested that two reserve patrolmen to get some guidance about quarters at night during \_\_\_\_\_

WILLING TO BE A \_\_\_\_\_

SCIENCE EDUCATION \_\_\_\_\_ ES OR DAMAGES \_\_\_\_\_

\_\_\_\_\_  
(SIGNATURE)

DO YOU HAVE A JOB? \_\_\_\_\_ WHERE? \_\_\_\_\_ DOING WHAT? \_\_\_\_\_

HAVE YOU HAD ANY MARSHALLING EXPERIENCE? \_\_\_\_\_ WHERE? \_\_\_\_\_

FIRST AID TRAINING? \_\_\_\_\_ WHEN? \_\_\_\_\_

ARE YOU ON PROBATION? \_\_\_\_\_ ANY SERIOUS MEDICAL PROBLEMS? \_\_\_\_\_

ANYTHING ELSE WE SHOULD KNOW ABOUT YOU? \_\_\_\_\_

IF YOU WOULD LIKE TO KNOW MORE ABOUT THE SUNDAY THAT YOU COULD  
 BE INVOLVED IN, PLEASE CONTACT US AT THE FOLLOWING ADDRESS:  
 \_\_\_\_\_ WILLING TO BE A  
 \_\_\_\_\_ SCIENCE EDUCATION  
 \_\_\_\_\_ RESOURCES OR DAMAGES  
 \_\_\_\_\_ (SIGNATURE)  
 \_\_\_\_\_ (NATURE IF UNDER 18)

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So we tightened up our security plans.

Stan Kleiman, an SSEC staff member, and Eric Heltzel, Allan's brother, volunteered with a slight amount of arm twisting to head up Security Reserve Patrolmen to get some guidance about security matters. He suggested that we hire two reserve patrolmen to man the fair headquarters at night, to watch over the fair site during the off-hours. During the day security could be handled by Stan and Eric and the volunteer marshals. If an emergency arose, the sheriff's department and the police department were within the fair site.

# MARSHAL SHIFT SCHEDULE

DAY + TIME	EAST PEARL	WEST PEARL	MALL	PAR	
FRI. 5-8 PM	DAVE RHODES JOHN COLLINS		MATT FROW KRIS BROVARD		
	DAVE RHODES		DALE GIMPLE KIT RILEY		
SAT.	<p>Stan and Eric worked with Janey in getting volunteers from the schools to be "Senior Marshals." The marshals filled out application forms and then Stan and Eric worked out a schedule for the two days. They tried to have teams composed of one boy and one girl each working for two-hour stretches--though some of the marshals put in more time than that.</p> <p>The Senior Marshals were supposed to keep things generally calm, help with emergencies, and give information and directions to fair goers. They were easily identifiable by their name tags and arm bands.</p> <p>There were no reports of fights or otherwise tense situations, and for the most part the Senior Marshals didn't have much to do!</p> <p>We're thankful for that!</p>		E	JOHN COLLINS	BEN BAR
			D	SUE BUCKLEY	VICKI SUT
				SHAWN MCCOY	DAN WYRO
			H	CHRIS FINN	DOUG MA
			S	SHAWN MCCOY	MATT
		V	BILL WHITE	BEN BA	
		ES	SHAWN MCCOY	BILL WH	
8-11 PM	DALE GIMPLE KIT RILEY	JOE LAW JULIANE SMITH	ROY SIMPSON	DAN WYR	

# MARSHAL SHIFT SCHEDULE

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EAST PEARL	WEST PEARL	MALL	PARK	ROVING
DAVE RHODES	/	MATT FROWI	/	
JOHN COLLINS		KRIS BROVARD		
DAVE RHODES	/	DALE GIMPLE	/	SHAWN MCCOY
		KIT RILEY		MATT FROWI
<p>orked with Janey in getting the schools to be "Senior marshals filled out application tan and Eric worked out a schedule . They tried to have teams com- and one girl each working for es--though some of the marshals than that.</p> <p>als were supposed to keep things help with emergencies, and give directions to fair goers. They tifiable by their name tags and</p> <p>ports of fights or otherwise , and for the most part the didn't have much to do!</p> <p>or that!</p>		JOHN COLLINS	BEN BARNETT	
		SUE BUCKLEY	VICKI SUTTON	
		SHAWN MCCOY	DAN WYROKOWSKI	
		CHRIS FINN	DOUG MALOY	
		SHAWN MCCOY	MATT FROWI	
	BILL WHITE	BEN BARNST		
		SHAWN MCCOY	BILL WHITE	MATT FROWI
DALE GIMPLE	JOE LAW	ROY SIMPSON	DAN WYAKOSKI	
KIT RILEY	JULIANE SMITH			

fai

Connie was in charge of setting up and running the fair headquarters. Now, that sounds like a relatively easy job, doesn't it?

Not so. The Fair Headquarters committee, with Connie at its head, turned quite naturally into the central focus of communications during the last two weeks of preparation and during the fair itself. The Headquarters had to have copies of all marshal schedules, all fair activities and locations, etc.--information about everything that was going on. Hence, everyone had to inform Connie of what was happening in their areas of responsibility. Hence, Connie knew everything that was going on and took charge of bugging everybody to finalize their plans and turn them over to her.

If you'll look back at our final organization chart in the section on organization, you'll see the Headquarters' key location, with communications lines going out in all directions.

The work of the Fair Headquarters committee was especially closely tied up with that of space and scheduling, set-up, take-down, and the Block Captains.

"I arranged for a camp trailer to serve as the fair and could put it down on paper so that at the HQ could handle any situation that had lists of volunteers involved with various shift schedules; do's and don'ts; activities; and basically anything I could one might need to know.

As well as being an information disseminator, I also housed the first aid personnel donated by the Free Clinic. I assigned marshals and other staff involved in assigned staff in pairs for to guide and assist the public.

fair

headquarters

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fair and could put it down on paper so that anyone on duty  
at the HQ could handle any situation that might arise. I  
had lists of volunteers involved with various tasks and  
their shift schedules; do's and don'ts; master list of ac-  
tivities; and basically anything I could think of that some-  
one might need to know.  
As well as being an information dissemination center the HQ  
also housed the first aid personnel and supplies that were  
donated by the Free Clinic. I also included supplies for  
marshals and other staff involved in the fair and coffee.  
I assigned staff in pairs for two-hour shifts. They were  
to guide and assist the public in any way necessary."  
--Connie



# 103 volunteers

Most of the people that worked on the fair were volunteers. The businessmen all helped out on a volunteer basis, the people who organized and ran booths and other kinds of activities were volunteers for the most part, some of our coordinators (like Elizabeth Fox, who took on Cultural Events) were volunteers, and the people who helped us in the various "support services" (such as marshaling, set up and take down, publicity) were volunteers. We talked about getting volunteers in the previous section on GETTING PEOPLE--but here's some more detail on the nitty-gritty of getting people to work on the particularly unattractive behind-the-scenes jobs.

0

At first, we didn't have anyone in particular in charge of "volunteers." We just held regular volunteer meetings and tried to get mobs of people involved in the decision-making as well as the work.



There were about ten volunteers that consist of meetings. Then there were several but still very helpful but not all of them in to help here and there--in A few people would show up or mainly just to see what was really wanted to participate meetings varied from a low of about fifty, give or take

At first, we didn't have anyone in particular in charge of "volunteers." We just held regular volunteer meetings and tried to get mobs of people involved in the decision-making as well as the work.



There were about ten really committed volunteers that consistently came to the meetings. Then there was a less-committed, but still very helpful batch who came to several but not all of the meetings and pitched in to help here and there--maybe about fifteen. A few people would show up only once or twice, mainly just to see what was going on and if they really wanted to participate. Attendance at these meetings varied from a low of about ten to a high of about fifty, give or take a few.

NAME	PHONE	BAKING BREAD	SELL FOOD	PREPARE FOOD	TRANSPORTING FOOD	CLEAN UP	CASHIER	DOVE BUILDING	BUILD BOGHTS	MARSHAL	ERRAND RUNNING	TRUCK (DRIVE)	BUILD DIRECTORY	PUT UP INFO. SIGNS	PUBLICITY ERRANDS	RECYCLING COLLECTION	ASSIST QUARTERMASTER	AUDIO-VISUAL HELP
John Collins	442-3862							X	X	X								
Benny Bryson	443-2773			X														
Pate Arneson	443-4751							X	X	X								
Marie Hobberecht	443-6776							X										
Marge Streamer?	442-1182	X																
Susa Amstine	442-0671	X	X	X														
Yvo Brand	444-9281																	
Brent Wiseman	442-1835																	
Dale Bowman	443-7070								X									
Susan Buckler	443-5771																	
Geoff Young	443-5458																	
Andy Prohaska	444-0969																	
Bell Wright	443-7451	X																
Doris Campbell	442-3585				X													
Steve Zisch	444-2094																	

The people who attended the v enough to handle all the supp doing during the two days of immediately before. So we ha besides the volunteers meetin

Janey took charge--and boy di made up a chart for volunteer phone numbers, and tasks in w interested. From her master recruiting trips to the schoo senior marshals, she was able ordinators with helpers. And to find all kinds of voluntee some volunteer trucks!

The people who attended the volunteers meetings weren't enough to handle all the support services that needed doing during the two days of the fair, and the few days immediately before. So we had to find some other way besides the volunteers meetings to get some more help.

Janey took charge--and boy did she take charge. She made up a chart for volunteer sign-up, showing names, phone numbers, and tasks in which each volunteer was interested. From her master list, plus a few special recruiting trips to the schools to find junior and senior marshals, she was able to connect up area co-ordinators with helpers. And not only did she manage to find all kinds of volunteer people--she even located some volunteer trucks!

443-0773						X
Bryson						
443-4751					X	
Alice Anderson					X	
443-6776					X	
Norie Hobberack					X	
442-1162					X	
Large streamer?					X	
442-0601					X	
Missie Anstine					X	
444-9281					X	
IMO Broadway					X	
442-1535					X	
Brent Woylen					X	
443-7070					X	
Dale Bowman					X	
443-5771					X	
Susan Buckley					X	
443-5458					X	
Geoff Young					X	
444-0969					X	
Chapman					X	
443-7451					X	
Belle Wate					X	
442-2585					X	
Dorie Campbell					X	
444-2099					X	
Steve Zisch					X	
					X	
					X	
					X	
					X	
					X	
					X	
					X	
					X	
					X	
					X	

I got into the business of organizing volunteers rather late in the game. I turned the lists we had into one master list, collating people and jobs together so that it would be easier to figure out who was doing what, and who was willing to work, and what interests they had. I saw myself, as a coordinator, I had to list people who wanted to do things and what they wanted to do. The other coordinators should have known what their manpower needs were. I could give them the names of the people to contact or I would contact them. Most of the time I was not able to perform this middle man function.

The number of volunteers needed for each section of the fair was not determined until very late, creating a lot of pressure over me to do what I had been trying to accomplish all along without accurate information as to the coordinators' needs. A good part of the problem was my fault because I did not find out my role until it was too late, or make it clear to people in time for it to work out smoothly. Another problem was that people were expecting me to do a whole lot more than what I actually said I would do.

--Janey

Getting together the equipment needed for your project can be a large or a small job, depending on how much and what kinds of equipment you need. Also, depending on how you handle the problem of equipment supply.

We were absolutely brilliant in handling quartermaster! (thanks to Steve, who was in charge) It was one of the few "major" areas in which we successfully managed to get out of most of the work we could have taken on ourselves.

The way we did it was very simple--we asked all the exhibitors to supply their own equipment, except for tables and chairs. (We offered to try to help them if they absolutely couldn't find any audio-visual equipment they needed, but strongly suggested they do a thorough search before coming to us for help.)

In a sense, we were pressured into it. We simply didn't have time to look for different kinds of equipment needed and pass that task off on the exhibitors. In our minds, we had visualized doing the quartermaster job. Even till about the end of April we were offering to get just about everything. Then came the crunch. We took a sober second thought (for once), decided we could not leave the exhibitors to go this one on their own. We were usually quite happy to do.

All this is not to say we didn't do a good job of Quartermaster. We still had to find and stage equipment (speakers, microphones, etc.) we had to provide electrical current for the equipment of the exhibitors. And we had to provide overnight storage for all this equipment. We had to check the exhibitors brought and developed for checking equipment in and out of storage. We had to check the right tables and chairs back.

But overall Quartermaster went rather well. It was some of the other major areas.

# Quartermaster 107

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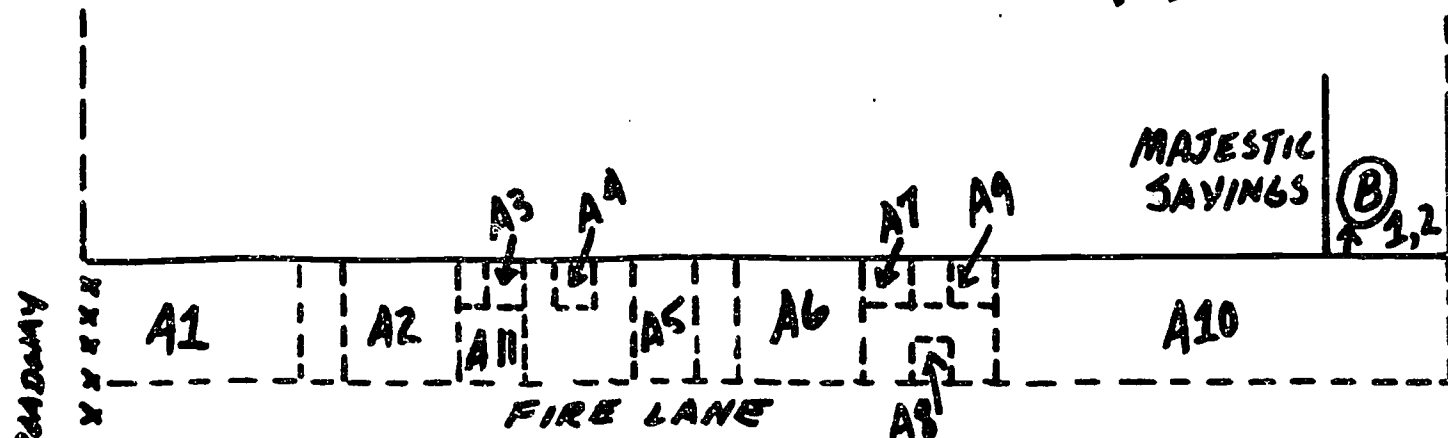
In a sense, we were pressured into this stroke of genius. We simply didn't have time to locate and obtain all the different kinds of equipment needed, so we foisted the task off on the exhibitors. In our early planning, we had visualized doing the quartermaster tasks all ourselves. Even til about the end of April we were still unabashedly offering to get just about everything to everybody. Then came the crunch. We took a sober look at manhours available (for once), decided we couldn't handle it, and asked the exhibitors to go this one on their own, which they were usually quite happy to do.

All this is not to say we didn't have to do anything in Quartermaster. We still had to find 200 chairs, 70 tables, and stage equipment (speakers, mikes, mixers, lights); and we had to provide electrical current for the audio-visual equipment of the exhibitors. And, we also had to find overnight storage for all this equipment plus that which the exhibitors brought and develop a good inventory system for checking equipment in and out overnight and getting the right tables and chairs back to the right people.

But overall Quartermaster went rather smoothly compared to some of the other major areas.



space



The Space and Scheduling coordinator was in charge of drawing up a complete list of all fair activities, scheduling the activities at appropriate times, and assigning activities appropriate locations.

Allan worked into the wee hours of the morning three weeks before the fair to pull all this together. Armed with activity "Application Forms," scale maps of each area of the fair site, a ruler, and a pencil with an eraser, he patiently juggled locations and times until he had worked out a map and schedule. This

first "master list" had to be ready early so we could have the fair program printed. The first master list underwent constant change during the next three weeks--we sent out change notices to all concerned about every day--but it served as a very very important working tool for all of us. Steve used it to figure out equipment needs, Bill used it for figuring out electricity needs, the block captains and the set up and take down chairmen used it for planning their activities, Karen used it for checking out legal permits, and we all used it for just keeping on top of

the fast-changing situation in general. About a week before the fair, Allan sent out letters to all the exhibitors confirming their times and locations.

↑ NORTHISH

1" = APPROX. 50'

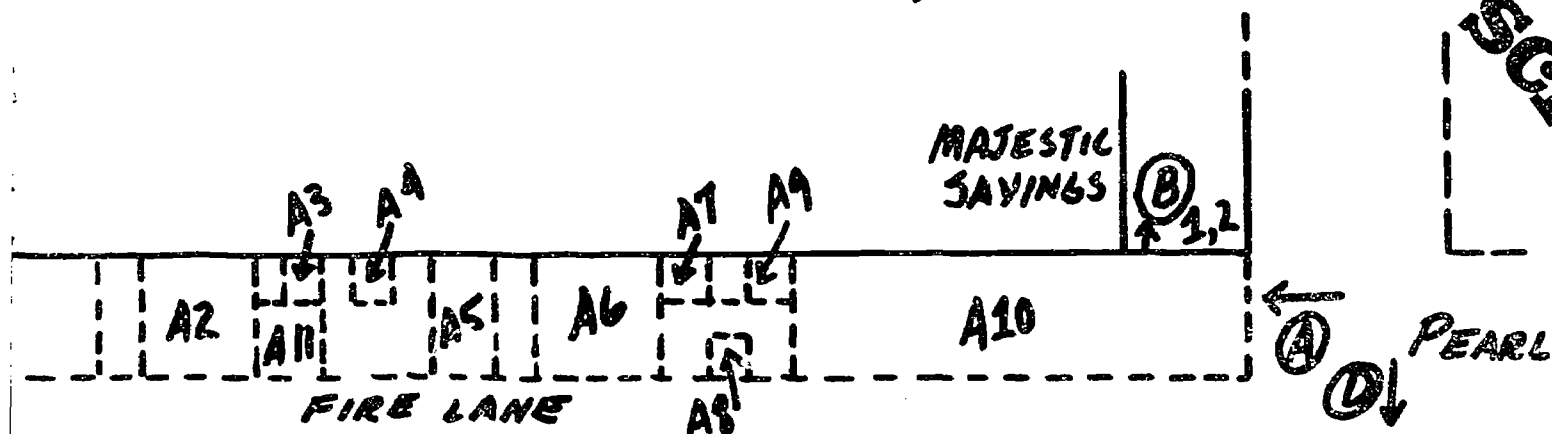
ALLEY

**BOULDER EXPERIMENTS  
AREAS A, B, AND D**

# space and

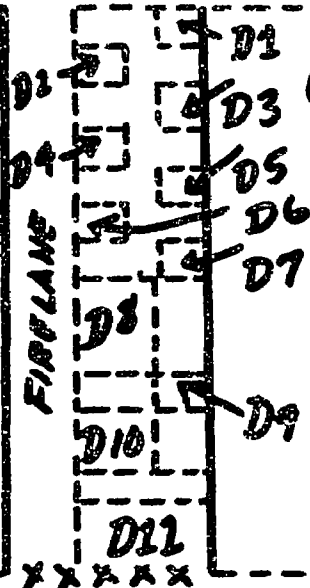
108

# Scheduling



Space and Scheduling coordinator was in charge of drawing up a complete list of fair activities, scheduling the activities at appropriate times, and assigning activities appropriate locations.

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NORTHISH

REV. 50'

OLDER EXPERIMENTS  
AREAS A, B, AND D

34

2/9/72

Steve McElroy  
U. C. R. 1000

BOULDER EXPERIMENTS APPLICATION FORM

GIVE A BRIEF DESCRIPTION OF YOUR DEMONSTRATION.

A light and sound show entitled "Environmental Education - A sensory Approach". Learning tools and techniques will be emphasized. Since one learns through the senses, different sensory experiences will be demonstrated, such as:

- (1) Watch (seeing) 80% of the world population propagate itself in real time. Flashing lights represent true birth rate of 10 continents on a world map/
- (2) Listen to the ecological sounds of a Southern Swamp/
- (3) Watch a Scenario in the Year 2001. (Role Playing) see back

WHAT EQUIPMENT WILL BE NEEDED (electricity, microphones, projectors, record players, ect.)

Three tables  
Electricity  
Slideprojector and if possible a movie projector  
HOW MUCH TIME AND SPACE WILL BE NEEDED?

We definitely need a dome and good place to lock up equipment at night.

HOW MANY DAYS WILL YOU RUN YOUR EXPERIMENT?

Friday, Saturday, and Sunday

NAME: The Arrow Company  
ADDRESS: 3385 South Bannock Street, Englewood, Colorado 80110  
PHONE: 789-2802

We would like to see the displays done in a very creative manner. Try to stay away from the ordinary and do something different. We will not allow anyone to set up a booth containing only literature.

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We would like to express our thanks to you for participating in the fair and making it as successful as possible.



MASTER LIST - FAIR ACTIVITY LOCATIONS, EQUIPMENT, TIMES, ETC.

Specific Location	Times			Activity Name	Sponsoring Organization	Name & phone of Person in Charge
	Fri	Sat	Sun			
✓ A-10		10am - 7pm	10am - 5pm	Electrical demonstration	Airquarius, CU	Steve Bouck Room 183C 443-0349
✓ B-1		10am - 7pm	10am - 5pm	Computer card recycling display	IBM	Jim Mosley 6300 Diagonal 447-1900
B-2		10am - 7pm	10am - 5pm	Total recycling and power generation film and slide presentation	Combustion Power, Inc.	Ron Kinsley & Co 1346 Wilbur Monte Park (415) 3
✓ C-1		10am - 7pm	10am - 5pm	Air pollution test vans	Boulder County and City Health Dept.	Joni 34
✓ C-2		10am - 7pm	10am - 5pm	Stained glass demonstration		
✓ C-3		10am - 7pm	10am - 5pm	Anchorman display	Society An	
✓ C-4		10am - 7pm	10am - 5pm	Alternative Life - Styles information booth		
✓ C-5		10am - 7pm	10am - 5pm	NARMC slide the air is in		

TO ALL HOLDERS OF MASTER LISTS

FROM: Karen  
DATE: May 10

SUBJECT: Changes in Master Lists

CHANGES

Stained glass by David Levick is now C-1  
 an environment display, formerly  
 at's magic show, E-10, with  
 am Saturday and with  
 making his own sig  
 assisting The  
 people: S  
 551b

ACTIVITY LOCATIONS, EQUIPMENT, TIMES, ETC.

7.7.2010  
 just - July 140  
 110

Activity Name	Sponsoring Organization	Name & phone of Person in Charge	# Tables
Electrical demonstration	Cisquorino, Cl	Steve Boulder Room 183c UMC, campus 443-0349	0
Computer card recycling display	IBM	Jim Mosley 6300 Diagonal Hwy 447-1900	
Total recycling and power generation film and slide presentation	Combustion Power, Inc.	Ron Ramsey & Co 1346 Wilbur Mondo Park (415) 3	
Air pollution test vans	Boulder County and City Health Dept.	Jeri 34	
Stained glass demonstration			
Anchrom display	Societ An		

TO ALL HOLDERS OF MASTER LISTS  
 FROM: Karen  
 DATE: May 10  
 SUBJECT: Changes in Master Lists

CHANGES

Stained glass by David Levick is now C-10. It was C-2 before.  
 An environment display, formerly C-10, is now C-2.  
 A magic show, E-10, will not be going on Sunday. He will begin  
 at 11 am Saturday and will have a 15-minute show every hour on the  
 making his own sign to announce show times (nice fellow).  
 assisting The Incredible Lamont Saturday night.  
 people: Sam would like us to furnish him with a &  
 possible.

1805  
 AH  
 KLV

Alternative life -  
 Styles informati  
 booth  
 WARMC slide  
 the air

BOULDER EXPERIMENTS FAIR  
ACTIVITY CONFIRMATION

May 5, 1972

Title of Activity: \_\_\_\_\_

Location: \_\_\_\_\_ (see map)

Times: Fri., May 12 \_\_\_\_\_

Sat., May 13 \_\_\_\_\_

Sun., May 14 \_\_\_\_\_

Equipment to be supplied by B.E.: \_\_\_\_\_

Block Captain: \_\_\_\_\_ Phone: \_\_\_\_\_

Host or Hostess (where applicable) \_\_\_\_\_ Phone: \_\_\_\_\_

Organization Sponsoring Activity: \_\_\_\_\_

Name of person in charge of activity: \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_

**bloo**

The Blockheads were mostly people on the SSEC and ERIC/ChESS staff whom we conned into helping with setting up and taking down the fair and "mothering" the exhibitors who needed help within their assigned sections of the fair. Each blockhead was given about one city blockful of exhibits to watch over.

(fondly known as "Block

BLOCK-CAPTAINS	
Area A	Pearl Street-Broadway to 13th
Area B & C	Majestic Savings Community Room 13th St. from alley south to Pearl
Area D	13th St. south of Pearl to Alley
Area E & F	Pearl Street 13th to 14th Forum in front of Fred's
Area G	Courthouse lawn
Area H - Area O	miscellaneous
Area P, Q, R	Library, Mall and Municipal Bldg.
Area S	Central Park and Bandshell



# block captains

112

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Area G	Courthouse lawn	_____
Area H - Area O	miscellaneous	_____
Area P, Q, R	Library, Mall and Municipal Bldg.	_____
Area S	Central Park and Bandshell	_____

The Blockheads went down to the fair site Friday evening to help block off the streets and to chalk out where each exhibit in their area would be located. Then, bright and early Saturday morning they all appeared to help set up tables and chairs in their areas and to direct exhibitors to their places. They helped with getting all the equipment into storage Saturday night, with setting up again Sunday morning, and with taking it all down again Sunday evening and cleaning up afterwards. They checked with their exhibitors every once in a while to see if everything was going all right and helped fair-goers find the things they wanted to see.



FROM "THOUGHTS OF A BLOCKHEAD"

Working with the Consortium people, adventuresome people who participated in aspects of being a block captain, the organization was so well arranged that capacity as blockhead. My few responsibilities were calisthenically fruitful: chalking the thigh muscles, carrying trash barrels, my biceps, and bike-patrolling the Fair with a sunbather.

My one blockhead memory of the Fair is a verbal attack against the invitation of the polluting attendee gathering. Although the guy was a paleo-ecological gathering. I was really happy to see active interest in the Fair's ecological gathering. I encourage this type of complaint to be aired at the (hope! hope!) fairs.

I was pleased with the variety of booths at the Fair and pleased with the easy yet exciting atmosphere.

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FROM "THOUGHTS OF A BLOCKHEAD"---

Working with the Consortium people as a team and meeting all the adventuresome people who participated in the BE Fair were the two aspects of being a block captain that I had little to do in my organization was so well arranged that I enjoyed the most. The block capacity as blockhead. My few responsibilities were both for fun and calisthenically fruitful: chalking trash barrels, tables and chairs was great for thigh muscles, carrying the Fair was terrific for both respiration and suntanning!

My one blockhead memory of the Fair is a verbose complaint by one Fair attendee against the invitation of the polluting Mazda to a supposedly ecological gathering. Although the guy was a pain in the neck, I was really happy to see active interest in the Fair's raison d'etre and would encourage this type of complaint to be aired at the soap box at future (hope! hope!) fairs.

I was pleased with the variety of booths at the Fair and was especially pleased with the easy yet exciting atmosphere.

--BJA



# set-up and take-down

Reggie and Connie worked together to plan out and coordinate setting up and taking down the fair. As smoothly as it went, you'd think there was nothing to it!

They had to make sure that the tables and chairs would arrive on time, that the barricades were set up in the right places, at the right time, that all the signs got put up in the right places, that the tables and chairs got to the right places, and that we'd have enough people to get all this done within a period of about two hours Saturday morning. Then they had to set up a check-in and check-out system for overnight storage of equipment and make sure it worked (they delegated that task to Steve Hodes, wonder-boy) and then go through the whole set-up business again Sunday morning. Finally, they had to organize and run the take-down and post-fair clean-up--and make sure that people didn't run out before all those dismantling activities were finished.

They did all this so quietly and efficiently that anyone hardly noticed! And, by eight o'clock Sunday night you couldn't tell that there'd been a fair in downtown Boulder! (The big dome was still up over in the library parking lot, and it took a little doing to dismantle it, but that was the only trace left ..... 'cept for, we hope, people's memories.)

HOW TO PUT UP A  
39-FOOT DOME IN  
RECORD TIME

In our post-fair era  
"What were the major  
into during the fair  
hassle was setting up  
G..... dome."

From the very beginning of the fair idea, Steve McElroy seemed to have a thing for Buckminster Fuller domes. He kept talking about having lots of big domes all over the fair site. The rest of us thought it would be nice to have them but didn't trouble ourselves too much in working to get them. Steve, on the other hand, proved himself dead serious about domes.

His plans to have a dome-building workshop a couple of weeks before the fair to train the dome-building volunteers in dome-raising fizzled. Only a couple of volunteers showed up at the Saturday session. Undaunted, Steve persisted. He had gotten the people from Earth Dynamics, which specializes in dome building, to agree to furnish the forms and leadership for the 39-foot dome to be raised in the library parking lot. And he'd promised them that he'd have a passle of volunteers at the site beginning Thursday morning before the fair to help put it up.

Thursday morning before the fair--gray drizzly weather, Steve, only a couple of volunteers, the Earth Dynamics people, and their dome forms showed up. They munged around for most of the day, trying to iron out problems of placement and such details. Friday morning--same story. Everyone just kinda hung around to figure out what to do, diddling around with putting the forms together.

About noon Karen drove past on her way to lunch and stopped to ask how things were going. Steve allowed as how they were feeling a bit pressed, because there were only a few volunteers and so little time left to get the dome up. But "we're not worried yet," said Steve brightly. "We've decided to ask the Public Service Company to loan us a crane for the afternoon, and that'll get the thing up in a couple of hours!"

"Sure, Steve," replied Karen cynically. "Right. Public Service Company will just zip right over with its very costly crane and it's very highly paid operator to put up our little ole dome. Maybe you ought to be calling your friends asking them to come down and help out. Maybe even ask KRNW to ask for help on the air. See you after lunch!"

Karen drove back past after lunch. Nearly curbed her car when she saw a crane lifting sections of the dome into place.

In our post-fair evaluation, when Steve was asked "What were the major hassles and problems you ran into during the fair?", he responded "The worst hassle was setting up, and taking down, that G..... dome."

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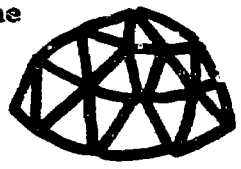
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Karen drove back past after lunch. Nearly curbed her car when she saw a giant crane lifting sections of the dome into place.



The Transportation section of the fair was one of the major areas of experimentation, in our minds, and it also proved to be one of the most difficult areas to handle.

In our initial brainstorming on the fair, we had envisioned vast experiments with the bus system, using mini-buses and a jitney service, among other things. As we got farther and farther into our planning, we found that we had to revise our plans downward several times. Public transportation is a tremendously complex and puzzling problem!

Jon Rasmussen, John Rifkin, and Tedd Levy both alternately and simultaneously took responsibility for Transportation. By the time of the fair, they had distilled the Transportation into four distinct kinds of activities:

1. A supplement to the bus system for the two days of the fair.
2. Several demonstrations of non-polluting vehicles
3. An exhibit by the Regional Transportation District on plans for Transportation in the Denver-Boulder-Fort Collins area.
4. A bike rally in support of the Boulder Bikeways proposal.

Jon sat down one afternoon after the fair with a dictaphone and talked about his perceptions of the development of the Transportation section. His transcript, which follows on the next page, gives an idea not only of the problems encountered in this area of the fair, but also of Jon's feelings of near-terror sometimes at the thought of his responsibilities. This was not an uncommon feeling among many of us, who were frequently snowed under emotionally at the realization of the complexity and bigness of our projects and the extent of our inexperience.

### Interview with Jon Rasmussen

When I started on Transportation, things were already pretty much getting together. I had permission to use the buses and John Rifkin had found an insurance company that would give us insurance at a decent price. When I picked it up, I just had to contact all of the drivers to find drivers for us and get the bus routes figured out and bus signs put up before the fair.

These are some of the problems I ran into. The drivers seemed sort of resentful about taking up their time--not all of them, but some of them did. Some drivers, after we later called back to give them all of the information, we could not contact them. Originally we wanted to have nine buses, but we got down to six because we could not find enough drivers. During the weekend three of the drivers did not show up. This caused most of the other drivers just walked off. They said they had volunteered for so many hours they had parked their bus and left, which left us in kind of a predicament. It all worked out. I found other people to drive them.

Another problem was figuring out the bus routes. We talked to Dale Moburg about priorities and then came up with the bus routes. We also discussed what type of markers to use for markers. We made four-foot shafts with BE painted on them and maps of the area on a card attached to the stake. After we had talked to all of the bus drivers, they came for me, and that was getting all of the bus drivers scheduled for a certain time on three shifts a day--9 to 12, 12 to 3, and 3 to 6. I had to put all the drivers down then we had to call them all back up and tell them what their times were. Then we had a problem because some of the drivers started to say things like, "Well I am only going to be here in the morning." or "I have people coming Sunday." or "I don't want to work Sunday night." that. As a matter of fact, I didn't think it was all going to come together at all. The day I was working on it, which was the day before the fair.

We mailed letters to all of the drivers who had said over the phone that they would drive. These letters said "yes" or "no" I will drive, and they had a return envelope with it. It was sort of a headache every day coming in to a stack of them and some of them already had the schedule pretty much worked out.

One of the things that played weird things on my head was the last week before the fair was like everything was coming to a head and it was really nerve wrecking. Like I was wondering if the transportation was going to come off or not, and then there were the demonstrations on my head felt like it had a big 100-pound weight taken off of it, as I thought--we were going to have a fair wasn't going to happen. And then the next day we come in and the fair is still going on. Of a sudden this big thing came crashing back down on my head and my head kept telling me to get out of there.



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it, don't do it and I felt I was going crazy or something. I just went ahead and out, but it turned out to be ten times harder than if the demonstrations would not

One of the last things I did on Transportation was on the Friday before the school bus station and handed out all of the folders to the drivers. In each a passenger count sheet, a map of the route, and a schedule of all the bus drivers and everything. I took those down plus the BE signs for the buses and I talked to of the school bus system--and it was sort of a strange thing, like they didn't know what they were committing their buses to--they didn't know anything about the fair one thing that sort of upset me and that was that if there were any signs that they were going to start up again, they would just pull the buses right out from under did weird things to me when I figured I would have to call those bus drivers and on the corner waiting to relieve other bus drivers.

I guess the last problem I had was we had to find somebody to put up all the forty-some bus signs and we didn't find anybody to do it until about 6:30 or 7:00 did not know if they were going up or not. We gave people the hammers and maps so they go. I guess they all got up. I saw them around town where they were supposed going around that weekend.

I guess that is pretty much it, except for like Saturday morning when I got had'n't seen any of the school buses on the road way down there and I thought "wow" pulled the school buses out from under us or maybe the drivers did not show up. A things were going through my head. But then, I was standing in front of the HG and Broadway and saw one of the buses and it was really a gratifying experience.

can't do it and I felt I was going crazy or something. I just went ahead and it sort of all worked out but it turned out to be ten times harder than if the demonstrations would not have been there.

One of the last things I did on Transportation was on the Friday before the fair. I went down to the school bus station and handed out all of the folders to the drivers. In each folder there was an engine count sheet, a map of the route, and a schedule of all the bus drivers with their times for everything. I took those down plus the BE signs for the buses and I talked to the two head guys of the school bus system--and it was sort of a strange thing, like they didn't know anything about the fair and they were committing their buses to--they didn't know anything about the fair at all. They said that sort of upset me and that was that if there were any signs that the demonstrations were going to start up again, they would just pull the buses right out from under us. This sort of thing happened to me when I figured I would have to call those bus drivers and tell them not to be at the corner waiting to relieve other bus drivers.

I guess the last problem I had was we had to find somebody to put up all the bus signs. We had some bus signs and we didn't find anybody to do it until about 6:30 or 7:00 Friday night. I don't know if they were going up or not. We gave people the hammers and maps showing them where to put the signs. I guess they all got up. I saw them around town where they were supposed to be when I was around that weekend.

I guess that is pretty much it, except for like Saturday morning when I got down to the fair, I didn't see any of the school buses on the road way down there and I thought "wow" maybe they had pulled the school buses out from under us or maybe the drivers did not show up. All of these bad things were going through my head. But then, I was standing in front of the HG and I looked towards the corner and saw one of the buses and it was really a gratifying experience.

May 1, 1972

Dear Driver:


First of all, on behalf of the entire Boulder Experiments staff, I would like to thank you once again for your cooperation.

Included with this letter, you should find a map of the 3 routes, a complete schedule of drivers, times, routes and buses, and a stamped, addressed envelope for you to mail in your confirmation. I'm making this schedule and we have tried whenever possible to take your personal preferences and requests into account. Also, we tried not to give any one two consecutive shifts. Although this was not always possible, we will use back-up drivers to alleviate this situation if possible.

If you work a trade of times with a fellow driver, be sure to inform us by phone (443-2211 X8155 or 443-1370 between 1-4 PM).

Thank you once again.

Sincerely,



John Rifkin  
Boulder Experiments

\_\_\_\_\_ will drive as scheduled for the  
Boulder Experiments Fair.

\_\_\_\_\_ will be unable to drive as scheduled

Dear Driver:

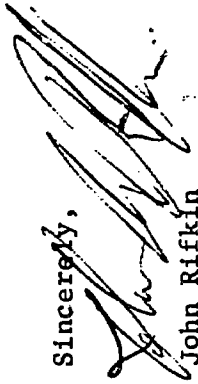
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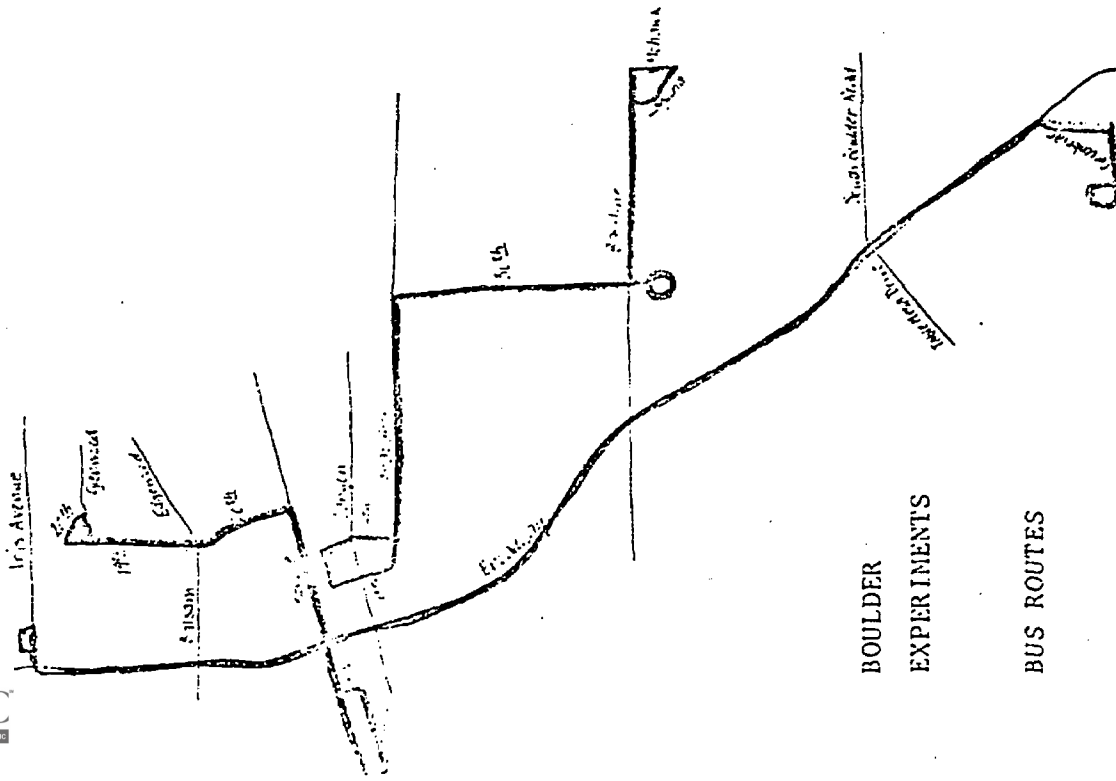


John Rifkin  
Boulder Experiments

\_\_\_\_\_ will drive as scheduled for the  
Boulder Experiments Fair.

\_\_\_\_\_ will be unable to drive as scheduled  
for the Boulder Experiments Fair for the following reason:

BOULDER EXPERIMENTS



BOULDER EXPERIMENTS

BUS ROUTES

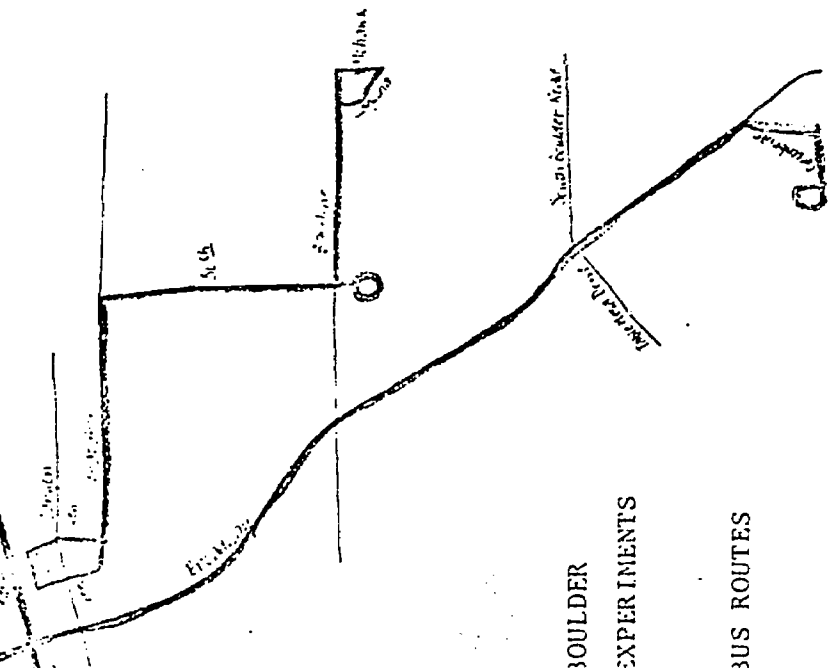
- 16th Avenue (southbound)
- Community Hospital
- Pearl and Broadway
- Maxwell and Broadway
- Mapleton and Broadway
- Spruce and Broadway
- Canyon and Broadway
- Boulder Creek and Broadway
- Marine and Broadway
- Aurora and Broadway
- Table Mesa Shopping Center and Broadway
- Dartmouth and Broadway
- 16th Avenue (northbound)
- 8th and Spruce
- 4th and Pearl
- North Boulder (northbound)
- 4th and Pearl
- 15th and Spruce
- 19th and Spruce
- Balsam and 19th
- Fern Place and 19th
- Grape and 20th
- Glenwood and 19th
- East Boulder (eastbound)
- Walnut and 15th
- 30th and Arapahoe

GAS FOR YOUR BUS

Your bus should be filled at the BVPS garage in the morning. It should be enough to last the entire day.

If you need gas when you are on the route, please do not return to the garage. Arrangements have been made with Harry Coonrod at COONROD'S CHEVRON, 15th and Arapahoe. This is the only place to get gas if you need it. Please remember to get a receipt showing the number of gallons and the cost.

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**BOULDER  
EXPERIMENTS**

**BUS ROUTES**

- Broadway (southbound)
- Community Hospital
- Pearl and Broadway
- Maxwell and Broadway
- Mapleton and Broadway
- Spruce and Broadway
- Cayton and Broadway
- Boulder Creek and Broadway
- Marine and Broadway
- Aurora and Broadway
- Table Mesa Shopping Center and Broadway
- Dartmouth and Broadway
- Dartmouth and Broadway
- Base-Mat Shopping Center and Broadway
- Regent and Broadway
- Euclid and Broadway
- Pennsylvania and Broadway
- Marine and Broadway
- Walnut and Broadway
- Maxwell and Broadway
- Community Hospital
- North Boulder (southbound)
- Glenwood and 19th
- Balsam and 19th
- Mapleton and 19th
- 15th and Spruce
- 8th and Spruce
- 4th and Pearl
- North Boulder (northbound)
- 4th and Pearl
- 13th and Spruce
- 19th and Spruce
- Balsam and 19th
- Fern Place and 19th
- Grape and 20th
- Glenwood and 19th
- East Boulder (eastbound)
- Walnut and 15th
- 30th and Arapahoe
- Scott Carpenter Park and 30th
- East Campus Court and 30th
- Pennsylvania and 30th
- 52nd and Baseline
- Thunderbird Shopping Center and Mohawk
- Laguna Place
- East Boulder (westbound)
- Laguna Place
- 34th and Baseline
- East Campus Court and 30th
- Scott Carpenter Park and 30th
- Crossroads and Arapahoe
- 28th and Arapahoe
- Walnut and 17th
- Walnut and 14th

BOULDER EXPERIMENTS  
Bus Driver Schedule

SATURDAY

SUNDAY

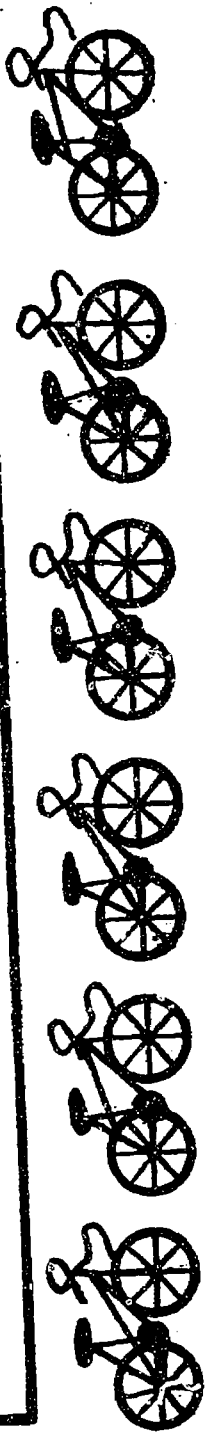
NAME	9am-12 noon		12 noon-3pm		3pm - 6pm		9am-12 noon		12 noon-3pm		3pm - 6pm	
	RE #	Bus #	RE #	Bus #	RE #	Bus #	RE #	Bus #	RE #	Bus #	RE #	Bus #
Larry Payne									I	68		
Carrall Comstock	I	63							I	63		
Leonard Donaghy												
Jack Dover			I	63								
Joel Eskin					I	63						
James Eskra									I	66	I	66
Gene Gaiser	I	66							I	63	I	63
Larry Gates											III	5
Jim Gould			I	66	I	66						
Jim Hawkins											I	68
Irene Jaarsma	I	68					I	68				
Trudy Medcock	III	5	III	5								
Kathy Moore							II	27			II	27
Edna Ambrose					III	5			II	27		
Kevin Phillips	II	27	II	27								
Bren Quereau			I	68								
Ted Shearer											III	10
Mary Snavelly					I	68						
Bill Stephens							III	10	III	10		
Rick Stolenberg					I	63	I	66				
Kermit Warner	III	10			II	27						
David Zamzow			III	10	III	10						
Ralph Myer							III	5	III	5		

Backup Drivers:

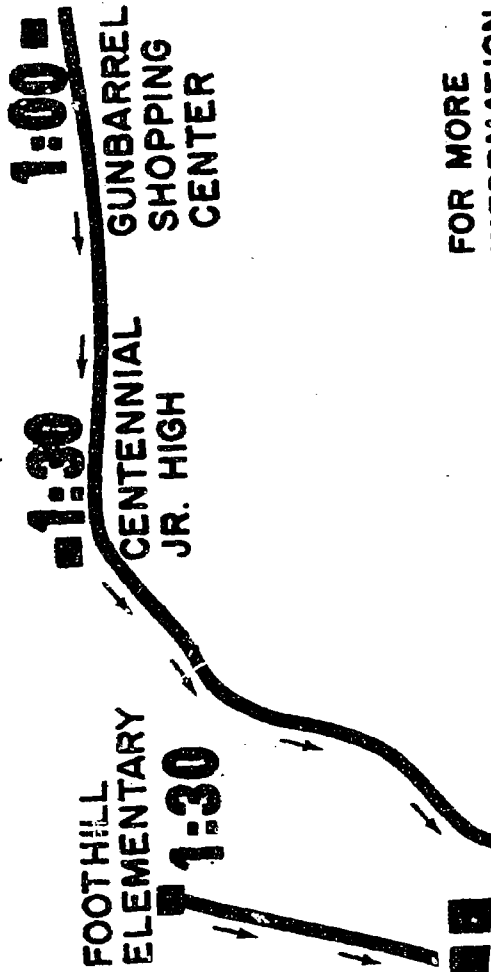
Tom Rhinehart	Dereck Paulson
Dennis Devor	Berniece Locker
Mary Foley	Larry Juhl
Eric Wagner	



# BIKEWAYS—YES!



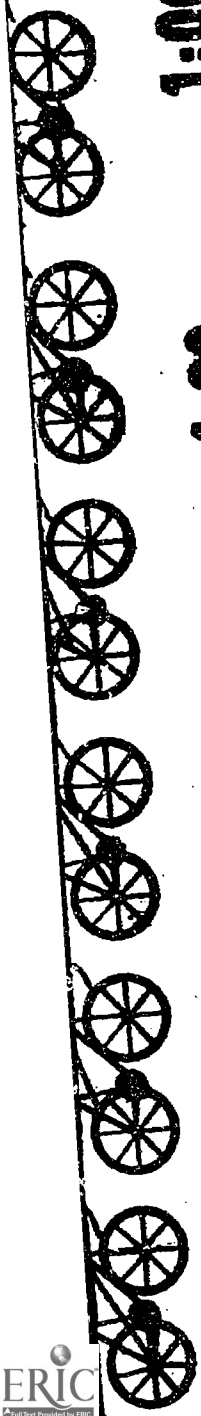
# SOBRIETY



FOR MORE  
INFORMATION  
CALL:  
DICK HAM  
444-4866

A smaller scale experiment in transportation was setting up bikeways for the weekend, a bike parade rally. An issue in the upcoming June election was a bond issue for bikeways in Boulder. Tomm Hamm, an enthusiastic supporter for the bikeways took over the planning for the bike rally and did a fantastic job on organizing and publicizing the rally. Several hundred people joined the parade at various points and rode through the fair to the bandshell for the rally. However, the bikeways bond issue was not passed in the June election.

# PARADE PROGRAM at the BUNDSNEY



# BOULDER RACES

**FOOTHILL ELEMENTARY**  
**1:30**

**CENTENNIAL JR. HIGH**  
**1:30**

**GUNBARREL SHOPPING CENTER**  
**1:00**

FOR MORE INFORMATION  
 CALL:  
**DICK HAM**  
**444-4866**

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## PARADE PROGRAM at the BANDSHELL

### Sunday, MAY 14

**TABLE MESA** **1:15**  
**HARLOW PLATTS**

**BURBANK JR. HIGH** **1:00**  
**NEVIN PLATTS JR. HIGH**

**1:15**

Sponsored by Boulder Experiments and  
 PLAN Boulder County

# the OWL

Vol. 59

Boulder, Colo., High School, Fri., Feb. 25, 1972

No. 21

## Boulder experimental fair planned for later this spring

We started early on publicity. Our first efforts were a couple of newspaper articles--very general and fuzzy--describing what we had in mind and our presentations to citizen and school groups, described in the section on community mobilization.

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... held May 14, 15  
... of a seven

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in the committee lunch were Ruth  
Wright of PLAN-Boulder, Donald

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Page 12 Town & Country REVIEW Febr

### Environmental Fair Shap

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publicity

123

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Page 12 Town & Country REVIEW February 2, 1972

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recycling, education and city planning. The fair is to be coordinated by a group called SADMESS, an environmental comment standing for "Student Assisted Development of Materials for Environmental and Social Studies." The federally-funded program is manned by eight high

school students, with five working actively on the fair; Jon Rassmosen, Allan Heltzel, Karen Wiley, Steve McElroy and ~~Suzanna Bank~~.

The group has garnered an impressive array of official support for the fair to be held May 14 through 16. Several City Coun-

See Page 13

# UNITY

VOL. 1

NO. 1

The really big push on publicity didn't get off the ground until after the meetings with the Downtown Businessmen's Association. Once we had their approval, we felt we could move full steam ahead.

## HAPPENINGS

### BOULDER EXPERIMENTS

ANYONE interested in interesting things having fun, is urged to take place the fair

BOULDER EXPERIMENT scheduled for the

major focus is environmental, but there are also lots of cultural and fun things happening. To limit the use of cars, there will be extra buses running on different routes about every fifteen minutes. The fair will be held in the proposed "superblock" area from Broadway to Fifteenth between Canyon and Spruce Sts. Other things will be going on in the grassy area near the Public Library, and in Central Park.

TO FIND OUT more about the fair and you can call, or to volunteer special talent or random energy, call us or drop in at our office. We are located at 855 Broadway and phone number is 443-1370, or, if busy, call 443-2211 X 3155. Open 8-5 Mon. thru Fri.

Janev Brunton

APRIL 1972

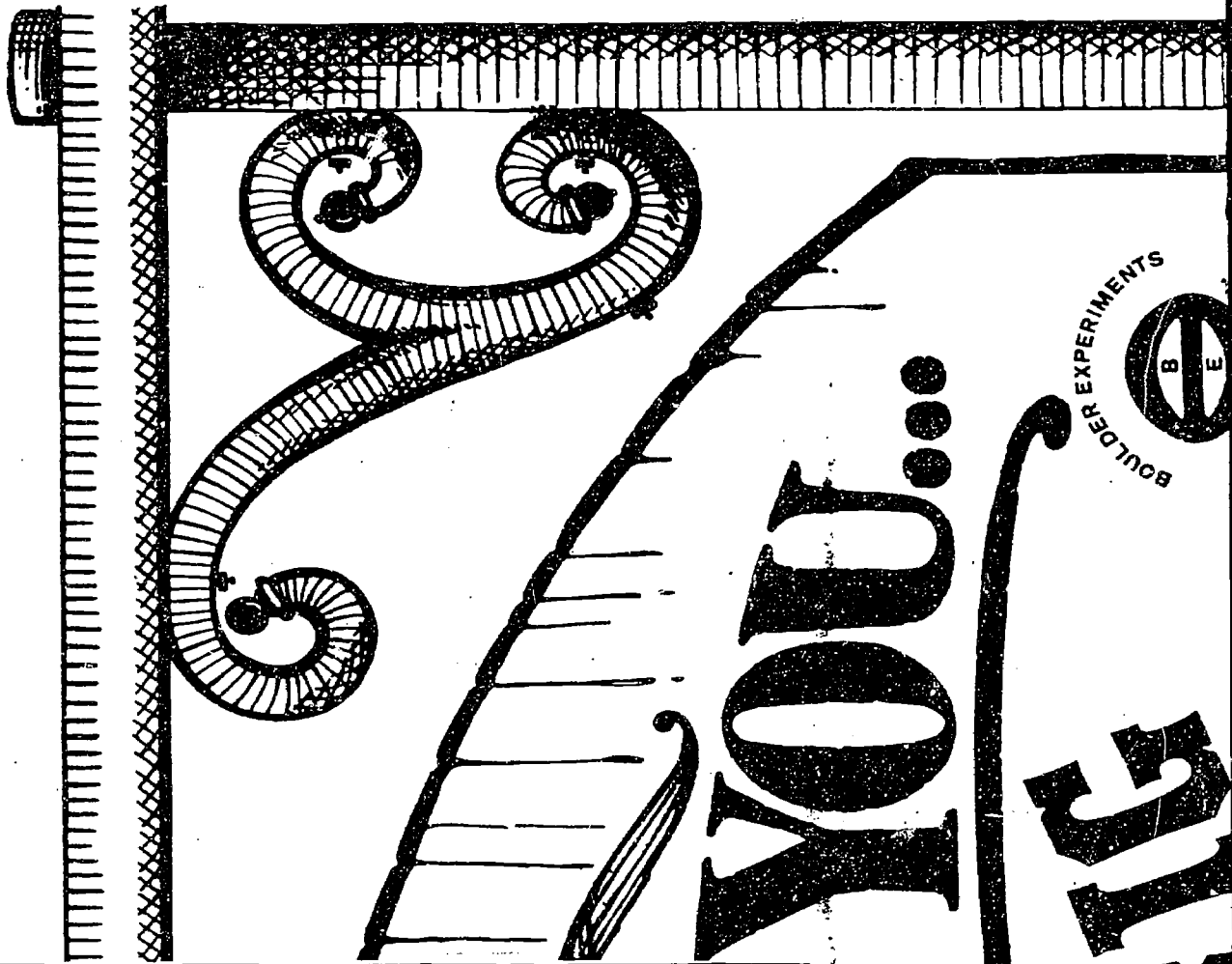
are city buses on regular routes, & Boulder that Boulderites living near the community routes can try riding by to take place the fair instead of driving on April 12. Banks in the downtown area, however, have parking lots reserved for the fair.

### Exhibits, Perimeter

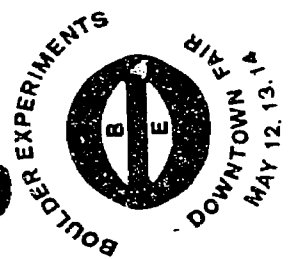
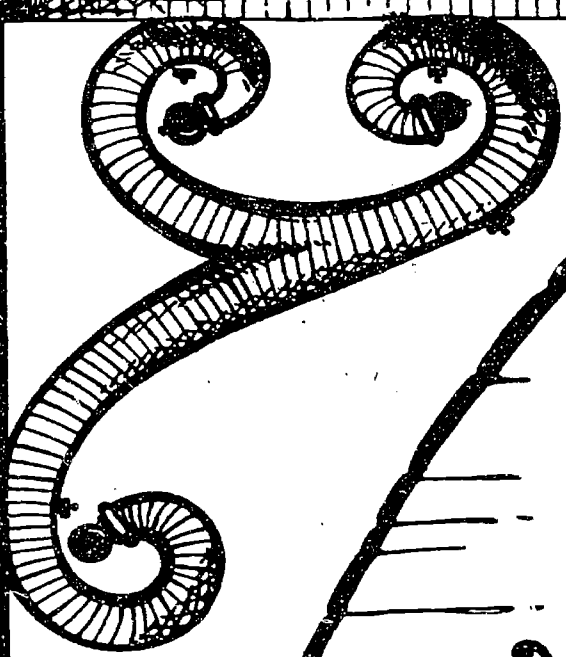
The only problem was, nobody had enough time to handle the wide-ranging field of publicity. Vicki Wendt and Debbie Bass helped out a lot by contacting newspapers and radio stations and making posters for distribution around town. And Ralph Segman and Kathy Miller, both professional journalists, gave us advice on strategies and channels to use. But they didn't have enough time to take on the job of coordinating the whole publicity show.

Soooo.....we nabbed one of the ERIC/Chess staff members, Sharon Ervin, the world's greatest saleswoman. She knows a lot about publicity and also had a lot of experience working with area newspapers. She was ideal for the





Sharon spent huge amounts of energy getting the word out through all the possible channels. She sent news releases and photographs to all the area newspapers and arranged for ads in them (with the help of the Downtown Businessmen's Association and several banks), she arranged interviews and spot announcements with radio and TV stations, she supervised the printing and distribution of the program to grocery stores and other locations around town, from whence they were passed out to customers and passers-by. She also worked with Louise and Lucy and Janey to get publicity into the schools.



# LET'S TRY THE BIG EXPERIMENTS

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# Anti Viet Na Disrupt Boule

Anti-war demonstrations continued in Boulder Tuesday evening and several hundred young people marching down 28th Street toward Baseline were dispersed with tear gas as police attempted to keep the marchers from again blockading the bridge to the Turnpike.

At 7 p.m. Tuesday, demonstrators were in the middle of Broadway and Canyon and strung out down Canyon toward 28th Street. Police diverted traffic and didn't hinder the marchers.

the police would move the protest. Municipal continued throughout the Courthouse and employees.

"Irate citizens called the City Manager with calls throughout the day on Tuesday to an address spokesmen. The manager calls urged the manager to do whatever necessary to demonstrate criticized the Police Chief's efforts to stop the demonstration.

## Demonstrator Carried Off

Police in gas masks carry off a demonstrator after he refused to move when tear gas bombs were thrown to break up the blockade at Baseline and the Turnpike entrance.

## Environmental Fair May 13-14 Boulder Experiments Proposes Eco Alternatives

This weekend will be the culmination of several months of planning for an experiment in ecological alternatives for the Boulder Valley. It will take the form of a fair called Boulder Experiments and will involve more than 115 groups, organizations and individuals. Most of the activities will take place on Saturday, May 13 and Sunday, May 14, with a few musical send-offs Friday evening. A collection of country and western, classical and folk singing and dancing will begin the festivities of the fair Saturday at 6:30 p.m. to 7:30 p.m. in the bandshell at Central Park.

will perform with pantomime and dance. There will also be a jam session on the courthouse lawn starting at 5 p.m. Beginning at 10 a.m. on Saturday, Pearl from

Broadway to 14th will be closed and 13th St. from Spruce to Walnut. The area will form the mall for the fair with additional activities in the park and  
See Page 30

## Increased Bus Services Offered For Fair

One obvious but continually neglected solution to the transportation crisis is the common, ordinary, everyday bus. Organizers of the Boulder Experiments Fair, the Public Service and the School Board have combined efforts to make available the most complete bus routing service ever offered the Boulder community.

The buses will stop at 38 designated pick-up points every 15 minutes. Riders on

a.m. and 6 p.m. on Saturday, May 13 and Sunday, May 14. Along Broadway, going into the downtown central area from the south will stop at Community Hospital, Portland, Maxwell, Mapleton, Spruce and  
See Page 44

During the last week before "saturate" the news services with publicity. Maggie Banman ran the overall fair and on Saturday covered the Boulder Daily Camera and Country Review in the pre-fair KLMO, and KDEN, local radio stations Boulder Experiments.

Unfortunately, much of this coverage was lost in the overwhelming competition of war riots in Boulder and Denver, had called a press conference for before the fair, and were hoping for of publicity from this. Only one re everyone else was busy covering the



# Anti Viet Nam Protests Disrupt Boulder Streets

Anti-war demonstrations continued in Boulder Tuesday evening and several hundred young people marching down 28th Street toward Baseline were dispersed with tear gas as police attempted to keep the marchers from again blockading the bridge to the Turnpike.

At 7 p.m. Tuesday, demonstrators were in the middle of Broadway and Canyon and strung out down Canyon toward 28th Street. Police diverted traffic and didn't hinder the marchers.

the police would have to move the protesters out. Municipal employees continued to work throughout the day but some offices in the County Courthouse were closed and employees sent home.

## Mayor McLean's Statement

(Following is a statement issued Tuesday by Boulder Mayor Richard McLean, concerning anti-war demonstrations which blocked streets and brought property destruction.)

I can readily understand the high feelings of those who are opposed to President's recent actions. I am appalled by that myself. But those who react violently and illegally should be even more appalled at themselves. They are hypocrites. They are following the same course morally, as those they condemn.

"Irate citizens" flooded the City Manager's office with calls throughout the day on Tuesday, according to an administration spokesman. Most of the calls urged the City Manager to move in with whatever force was necessary to break up the demonstrations and criticized Tedesco and Police Chief Don Vendel's efforts to control the demonstrations calmly.

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Off a demonstrator after he refused to move when tear gas was used to break up the blockade at Baseline and the Turnpike entrance.

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During the last week before the fair, we attempted to "saturate" the news services with Boulder Experiments publicity. Maggie Banman ran a number of stories on the overall fair and on specific activities at the fair in the Boulder Daily Camera. Kathy Miller also covered the coming fair thoroughly in the weekly Town and Country Review in the pre-fair issue. And KBÖL, KLMO, and KDEN, local radio stations, ran spots on Boulder Experiments.

Unfortunately, much of this coverage may have gotten lost in the overwhelming competition from the anti-war riots in Boulder and Denver. For instance, we had called a press conference for the Thursday before the fair, and were hoping to get a last burst of publicity from this. Only one reporter showed up—everyone else was busy covering the demonstrations!

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# Boulder Experiment Fair To

# Explore Environment

By MARGARET BANMAN  
Daily Camera Staff

Many young organizers of this weekend's Boulder Experiment environmental fair are committed to the idea of a Superblock area downtown because in the process of planning their unusual curriculum project, they discovered there is no free or public space in the city.

Possible uses of land to be purchased in the core area under a bond issue vote June 6 will be shown in several exhibits. The whole mall area will represent Boulder Tomorrow's Superblock concept. Traffic will be blocked off to promote interaction between people — to make fair-goers aware of their social environment.

### Plan For Future

It is possible that after the eight high school students in the Social Science Educational Consortium's SADMESS (Student Assisted Development of Materials on the Environment and Social Studies) project complete results of the fair, similar activities will be undertaken all across the country. They hope that records of their planning and reactions from the public — when published in book form — will help other students find new ways to explore both social and physical environments. That's

Another big project connected with the fair is trash recycling. Citizens are asked to bring trash to several recycling centers on Saturday and Sunday, where the National Guard and fair volunteers will be on duty to collect it. Centers will be at Table Mesa Shopping Center, at Thunderbird Shopping Center, at the YMCA (28th and

Mapleton), at the University Ecocenter Recycling Center (Parking Lot G, north end of stadium), at the former Dionysis Coffee House (Arapahoe and Broadway), and at Foothill Elementary (parking lot, 1001 Hawthorn Ave.) Donors are asked to separate different kinds of recyclable materials and to tie paper products into bundles.

One student, Waverly Scott, said he walked through the downtown area early in the mornings to get his photos of building remodeling and parking lot construction. Another group planned a puppet show to illustrate problems in public education and alternatives to them, and a fifth group drew what they consider to be ideal plans for Boulder.

Mrs. Metcalf's class is an experimental one, being piloted in 10 Denver area schools, including Fairview High, under a grant from the U. S. Office of Education. She is helping to write a text for the program, in conjunction with others in the project. Mrs. Metcalf says the students have used poetry, music, drama, art, and historical literature in their study which she says should help them "adapt to the urban environment and make it

page 2

One of the most often heard criticisms about our publicity was that we did not start early enough to saturate the people of Boulder with information about what was going to happen and build them up to a climax of expectation.

Another major criticism was that we advertised the fair in too much of a general fashion. We listed "hundreds" of things that were going to

may be rescheduled this summer.

### Student Marshals

Students have been asked to volunteer as marshals, those from fourth grade through junior high helping with clean-up and those of high school age to help supervise the fairgrounds.

Janey Brunton, a Fairview High member of "SADMESS", has supervised volunteer meetings every week but says she's disappointed that more people haven't offered to help with fair projects. Late this week, more were still needed to help set up and take down exhibits and to man recycling centers. Those who have offered, though, she says, are really good workers.

Jon Rasmussen, also a Fairview "SADMESS" member, was surprised that the school district was willing to

loan buses and that school bus drivers would volunteer to help transport fairgoers free of charge. He says people will see a hassle to ride

Elroy, another "SADMESS", as in charge of says he found out week that the fair to be an easy job. planning helped out working with to be afraid of

# More Environment

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Daily Camera Staff

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With the Boulder Valley school district co-sponsoring both the "SADMESS" project (students get social studies credit) and the fair, there will be much emphasis on public education about experiments affecting the total environment. There will also be presentations specifically about education — at the public forum in front of Fred's Steak House and at other mall locations where school children of all ages have set up booths.

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Mapleton), at the University Ecoenter Recycling Center (Parking Lot G, north end of stadium), at the former Dionysis Coffee House (Arapahoe and Broadway), and at Foothill Elementary (parking lot, 1001 Hawthorn Ave.) Donors are asked to separate different kinds of recyclable materials and to tie paper products into bundles.

One student, Waverly Scott, said he walked through the downtown area early in the mornings to get his photos of building remodeling and parking lot construction. Another group planned a puppet show to illustrate problems in public education and alternatives to them, and a fifth group drew what they consider to be ideal plans for Boulder.

Mrs. Metcalf's class is an experimental one, being piloted in 10 Denver area schools, including Fairview High, under a grant from the U. S. Office of Education. She is helping to write a text for the program, in conjunction with others in the project. Mrs. Metcalf says the students have used poetry, music, drama, art, and historical literature in their study which she says should help them "adapt to the urban environment and make it

One of the most often heard criticisms about our publicity was that we did not start early enough to saturate the people of Boulder with information about what was going to happen and build them up to a climax of expectation.

Another major criticism was that we advertised the fair in too much of a general fashion. We listed "hundreds" of things that were going to happen without concentrating on specific items. We wanted to inform everybody about the entire fair and did not really explain in detail the kinds of experiments we were trying and why. We feel that this led to a great deal of confusion on the part of the public and also to the lack of attendance to many of the really educational type experiments. The public seemed to feel that they were coming to a happy street fair and the idea of the experimental educational things had not really registered in their minds from reading the articles in the paper.

### Student Marshals

Students have been asked to volunteer as marshals, those from fourth grade through junior high helping with clean-up and those of high school age to help supervise the fairgrounds.

Janey Brunton, a Fairview High member of "SADMESS", has supervised volunteer meetings every week but says she's disappointed that more people haven't offered to help with fair projects. Late this week, more were still needed to help set up and take down exhibits and to man recycling centers. Those who have offered, though, she says, are really good workers.

Jon Rasmussen, also a Fairview "SADMESS" member, was surprised that the school district was willing to

loan buses and that school bus drivers would volunteer to help transport fairgoers free of charge. He says he found it to be a hassle to ride

with the school bus. Another "SADMESS" member, who is in charge of the fair, says he found it to be an easy job. He says that the fair planning helped him out working with the school district and that he was not afraid of

the school officials) and that the two could relate and work well together. He says that a fourth grade member of "SADMESS" named up the fair planners when they were at Experiments in Education to take an interest in Boulder.

He says that the fair is like this kind of cooperative community," he said.

# Extra Bus Service Set For Downtown Fair

Transportation has been a major environmental concern, and planners of this weekend's "Boulder Experiments" fair hope to encourage mass transit by providing increased bus service to downtown activities. Fair-goers may ride Boulder Valley School buses, driven by

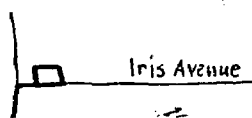
volunteer school bus drivers, at no charge. Or they may catch a ride on a Boulder city bus. Buses will stop every 15 minutes, between 9 a.m. and 6 p.m., at many locations in the city both Saturday and Sunday. Bus stops will include special

locations Broadway - Base Shopping Center, Re Euclid, Pen North

## Boulder Experiments to test aspects of

and Arapahoe, 17th and Arapahoe, 15th and Walnut, 14th and Walnut, Thunderbird Shopping Center and Mohawk, and Laguna Place and Mohawk. Parking Space

Those who drive their cars to the fair area, between Spruce and Spruce Street, and 11th Streets, may use several facilities offered by the National State, United, and National Banks. major "experiments"



From Steve Hodes' reflections on the fair:

Though we did have publicity everything was advertised together. The programs listed what looked to be hundreds to things. Our newspaper stories were massive lists that people would have to pore through. There wasn't much publicity that was for specific items. We needed just small boxes saying, "AND THERE WILL BE AUTO REPAIR AT BOULDER EXPERIMENTS TODAY" and there will be "ECO INFORMATION AT B.E. FAIR". Maybe that was impractical because of the size of the fair. Maybe the only way you could get publicity for the fair was in a mass, but I think that it really hurt, because people were coming to the fair as a whole and not to see any individual project. We really hadn't talked at all in the publicity about the themes of the fair. We mentioned the general idea of experimenting, but we didn't give people clear ideas of the kinds of experiments we were trying to do and why. I think that looseness on our part, came from confusion about carrying out environmental experiments and wanting to have an enjoyable street fair.

THE DENVER

## Recycling Centers Set U

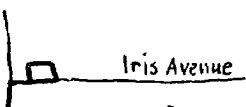
Because they feel facilities for recycling in Boulder are inadequate to serve the entire phone (443-1370), for pick-up. National Guard trucks will pick up materials from the centers, used to help fund "Boulder Experiments," if federal from the U. S. Off

Bike Rally Set May 14

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**Boulder Experimental Fair to test aspects of citie's life**



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THE DENVER POST Friday, May 12, 1972 45

## Mall Fair Scheduled In Boulder

**Denver Post Boulder Correspondent**  
**BOULDER**—Portions of Pearl Street and 13th Street downtown will be turned into a mall Saturday and Sunday for a community environmental fair called "Boulder Experiments."

The fair has been planned by high school and college students and supported by more than 100 environmental and civic groups and will be open from 10 a.m. to sundown Saturday and 10 a.m. to 5 p.m. Sunday.

## Recycling Centers Set Up

Because they feel facilities for recycling in Boulder are inadequate to serve the entire community, the National Guard trucks will pick up materials from the centers, used to help fund "Boulder Experiments," if federal money from the U. S. Office of

Bike Rally Set May 14

Recycling was another major content area of the fair which we wanted to emphasize, even though none of us knew a lot about it other than what we'd read in the papers.

One day in January (or was it February?) a total stranger wandered into the Boulder Experiments office and said he had come to volunteer to work on recycling. He'd even be willing to spend a lot of time on it and coordinate the whole thing! In spite of our utter amazement--a real live volunteer out of the blue!--we were quick to accept his offer.

John Rifkin was a freaky looking mathematician who had worked for several months on a Buckminster Fuller project at Southern Illinois University. He was very interested in energy and resource problems and thus was well suited to fill in our recycling knowledge gap.

John got right down to work. In fact, he was such a hard worker that we began to take advantage of him--asked him to help out here and there more and more, until he hardly had enough time to spend on Recycling.

That was probably a mistake, because the Recycling area did not develop as fully as we had hoped. John's plans were to

- collect a variety of recyclable products--from paper to metal to glass
- conduct several pre-fair recycling drives to get people "into the habit"
- arrange recycling collection points not only at the fair site during the fair, but at numerous other sites around town
- conduct a special house-to-house trash pick-up service covering the whole city during the fair
- arrange with several local recycling companies to handle the various kinds of trash we collected
- set up an ongoing program to continue after the fair

Because we diverted John's attention to so many other things, and because setting up a massive recycling program is a VERY BIG JOB, we didn't hit our targets. John was able to set up recycling collection points at several locations in Boulder, as well as a central collection point at the Dionysus Cafe next to the fair site. And he was able to arrange for a couple of local businesses to handle the recycling of some of the trash collected--but not all of it. In addition, he was able to set up a couple of educational exhibits on recycling for the fair.

K.S.

Jack Stoker

Jerry Henderson

244-1971

MAIN Problem

CROSSROADS -

Box in Shopping Center

~~JERRY HENDERSON~~

443-0077

BEAST Vic

~~TRICK~~

Wine - Villa Italia 936-7424

~~[REDACTED]~~

10:30-11:00

297-5455

Mr. Denton

~~BASE~~

JOHN WAS ONE OF THE MOST AVOID NOTE-TAKERS IN OUR GROUP. THIS IS ONE PAGE OUT OF THE FAT NOTEBOOK OF NOTES HE ACCUMULATED. TROUBLE IS, NO ONE ELSE COULD READ HIS NOTES.

Mike

Milof

YMCA + Newspaper

TRIED TO CORRUGATE

MAN

#7/TONS

LIED CARD BOARD FLAT TIED CARDS

PHONEBOOK

TRICK

SACES-534-6388 #10/box

TRICK



SPAIN  
ERIC  
Full Text Provided by ERIC

John U. Italia 936-7924

10:30-11:00  
+ 297-5455  
Mr. Denton

Mike  
Milot

JOHN WAS ONE OF THE MOST AVID NOTE-TAKERS IN OUR GROUP. THIS IS ONE PAGE OUT OF THE FAT NOTEBOOK OF NOTES HE ACCUMULATED. TROUBLE IS, NO ONE ELSE COULD READ HIS NOTES.

YMCA + Newspaper  
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#7/TAN + Sons.  
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PROBATED Flet  
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CARDS

WAKING JACK  
S...  
#10/100

SACES-83K-6384

Cont. Lane Recycling  
777-266

Barter Scrap Machinery 11/15  
130

Call Lenah Barter  
before 8 AM or at 11 am.

Call before 8 AM or at 11 am.

# Social Science Education Consortium, Inc.

Educational Resources Center • 443-2211 Ext 8155 • 855 Broadway • Boulder, Colorado 80302

4/6/72

Dear MS. Sheppard:

I am writing to request the use of the Dionysius Coffee House (at present, I believe, inoperative) for use by the Boulder Experiments group. We would use it for the following purposes, and would be through with it by the end of the fair, Sunday, May 14. (our first use of the

*Jed-*  
*Peggie*  
*I would like to be able to grant this request, with a contract requiring them to have everything out and the building cleaned up by May 15-*

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*To Melba Miller*

*OK*

*W. W. Stevens*

W. W. STEVENS, JR., ASSOCIATE DIRECTOR



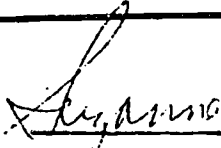
CONTRACT

Between: Social Science Education Consortium, and  
City of Boulder through the Youth Service Bureau

The City of Boulder hereby grants permission to the above mentioned group for the use of the City owned facility at 1705 Broadway for the three days of May 12 thru May 14, 1972.

It is understood that this facility will be used only for activities related to the Boulder Experimental Fair. Access to the building prior to the stated weekend is permitted as necessary.

The facility, the furniture, and the equipment are property of the City of Boulder; the above named group is responsible for the physical condition of the building and to have it clean by May 15, 1972.

  
Supervisor,

\_\_\_\_\_  
Executive

May 16 - Call from Melba hasn't been cleared to city. Connie John and find

Connie tries to find John. Then try on staff who know of it. No luck

May 17 - Same story.

May 18 and on - Same story

June 1 - FINALLY, Dionys no one can find the city!

August 7 - Bev finds Dionys note in desk to a girl she June. Connie Sheppard.

Needless to say, the city with us.

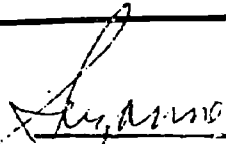
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Supervisor,

\_\_\_\_\_  
Executive

May 16 - Call from Melba Sheppard: Dionysus  
hasn't been cleaned up and key returned  
to city. Connie says she will contact  
John and find out what the mix-up is.

Connie tries unsuccessfully to reach  
John. Then tries to find someone else  
on staff who knows enough to take care  
of it. No luck.

May 17 - Same story.

May 18 and on - Same story.

June 1 - FINALLY, Dionysus is cleared out. But  
no one can find the key to return to  
the city!

August 7 - Bev finds Dionysus key attached to  
note in desk asking her to give it  
to a girl she was unable to reach in  
June. Connie returns key to Melba  
Sheppard.

Needless to say, the city people weren't too happy  
with us!!!

Another major area of the fair was called EDUCATION. (This was not to be confused with SCHOOL COORDINATION, which dealt with getting the teachers and students and administrators in the schools in Boulder involved in the fair.)

The Education area focused on getting "educational" activities like mini-courses and apprenticeship networks for the fair. Steve Hodes, like John Rifkin, one of those wonderful VOLUNTEERS out of the blue, was one of the most enthusiastic idea-men we've ever encountered. Steve was just BUBBLING OVER with millions of ideas ALL THE TIME. (In fact, his stream of suggestions was so constant that we sometimes asked him to STOP having ideas and just get busy making sure the ones he'd already had materialized!)

Steve envisioned all manner of mini-courses at the fair--car repair, bicycle repair, organic food cooking, crafts, all kinds of things. Also, he worked on setting up an apprenticeship network for the Boulder area which would hook up people who wanted to learn specific skills with people who were willing to teach them. He worked with the Community Free School and Elise Boulding on this, hoping to make the network an ongoing project to continue after the fair. In addition to the mini-courses and the network, Steve arranged a number of just generally informational booths and exhibits.

Steve's idea was to help people become more conscious of their own potential for effectiveness. He was saying, "Look, you yourself are capable of doing many of the things necessary to getting along in everyday life. You don't have to depend on a mechanic to repair little malfunctions in your car, if you don't want to. You don't have to put up with unhealthy store-bought food, if you don't want to. You have POWER, in your skills!" He wanted to "empower" people.

I had been reading talked a lot about formation networks a way for people to find each other learn skills from those skills. I had an educational net fair and to get started for Boulder

I was also very in education. I invited Institute for Non-Denver to do some and got a copy of "The Automated American Friends

## education

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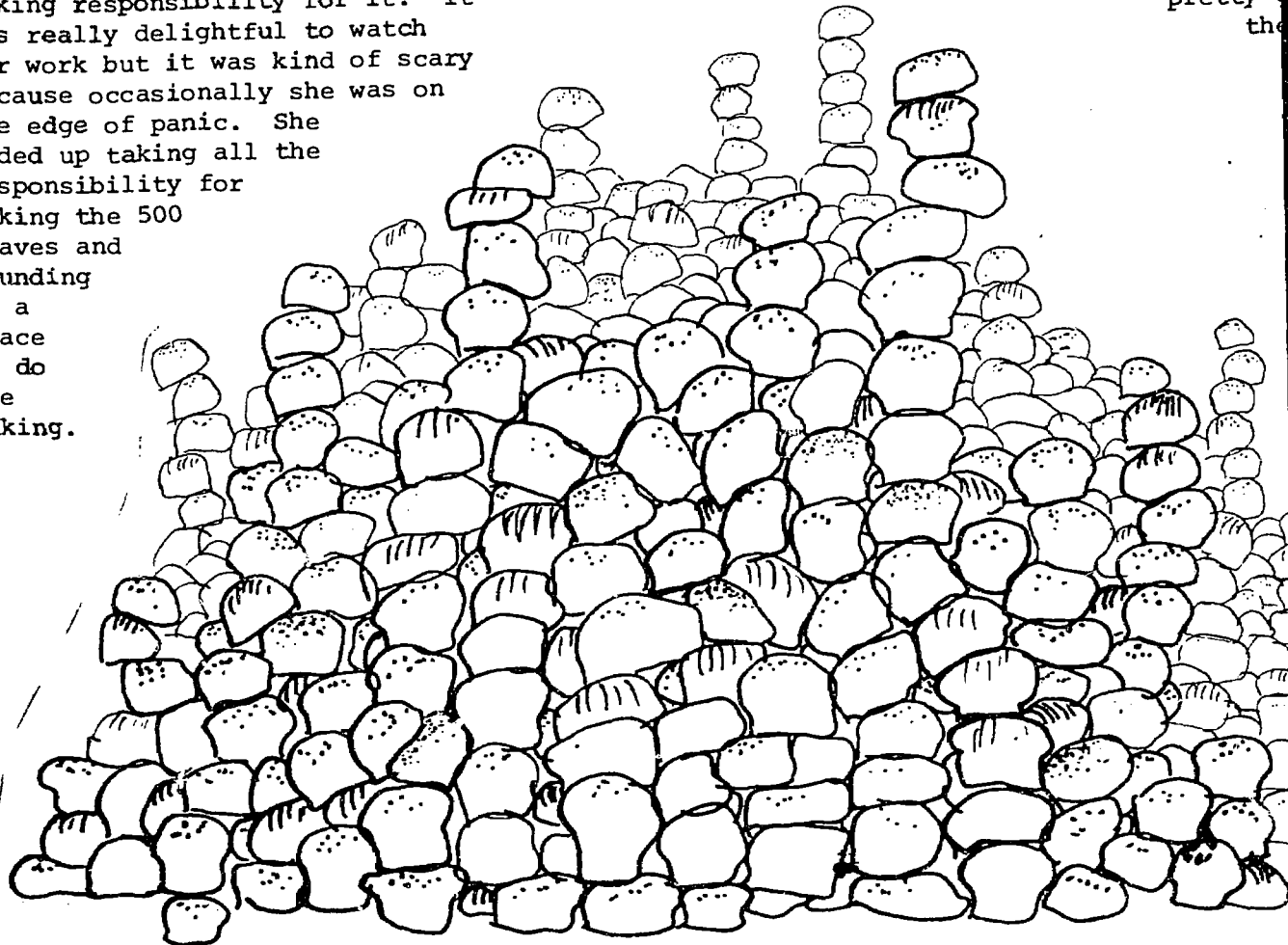
I had been reading Illych and he  
talked a lot about the need for in-  
formation networks so there would be  
a way for people with similar interests  
to find each other. Then people could  
learn skills from other people with  
those skills. I had hoped to set up  
an educational network both at the  
fair and to get such a directory  
started for Boulder.

I was also very interested in political  
education. I invited people like the  
Institute for Non-Violence from  
Denver to do something on alternatives  
and got a copy of NARMIC's slide show,  
"The Automated Air War," from the  
American Friends Service Committee.

--Steve Hodes

The one thing that was really exciting was the high school students, with the help of the Grainery, learned how to bake organic whole wheat bread. They made about five hundred loaves of bread and sandwiches and sold them at the fair. A high school person named Dixie Draper was in charge of baking the bread. She was very excited about the size of the project, but she was appalled about taking responsibility for it. It was really delightful to watch her work but it was kind of scary because occasionally she was on the edge of panic. She ended up taking all the responsibility for baking the 500 loaves and rounding up a place to do the baking.

The whole continuous process, of how to bake bread from the baking it, and then selling was really a very valuable. The people who worked that I talked to the fair staff pretty good the



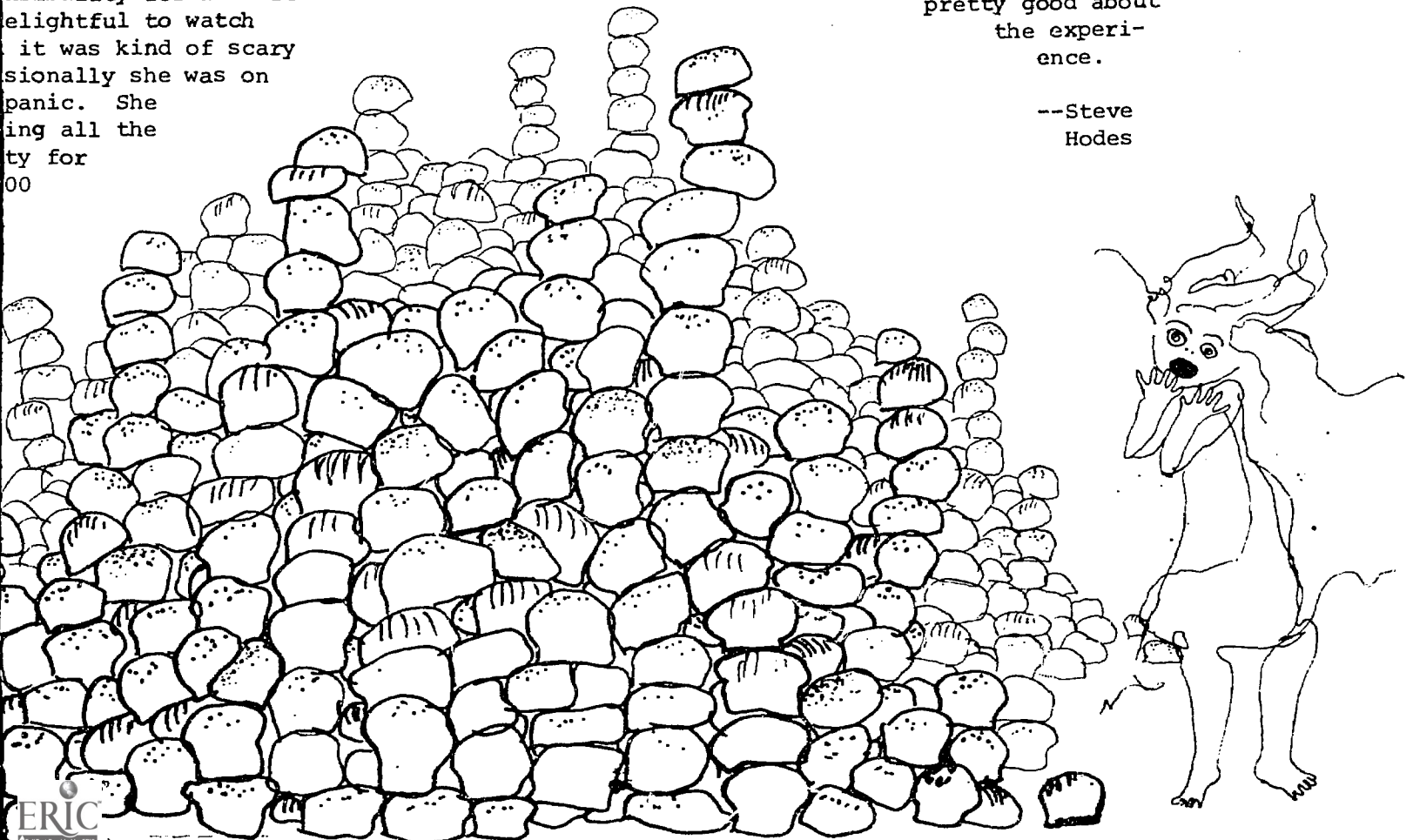


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 ence.

--Steve  
 Hodes



Steve's attention got somewhat diverted from his main goal during the last week before the fair. Steve was, to put it mildly, a political radical. When the "Day of Crisis" hit, Steve's energies were consumed with the war protest.

Things did not come off as planned. For example, the Institute of Non-Violence did a small information booth with literature instead of a series of seminars. Part of the problem was related to the anti-war stuff. I spent so much time the last week on anti-war activity that I didn't have enough time to do any follow-up. Then I would have at least known what things were going to show up a few days before and probably could have gotten some people to come to fill in. Still, though, there would have been a problem. As I see it now, the things that we'd set up weren't clearly enough conceived so that they really fit together.

-- Steve

One of the biggest complaints against the fair was too much anti-war activity. As you can see from what is above, the peace activities (which, by the way, were intended to include both sides of the debate, but in the way of a completely successful fair not only for those who thought the topic not related to environmentalism but by diverting the attention of some of the staff from their arrangements for our originally planned

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-- Steve H.

One of the biggest complaints against the fair was the inclusion of too much anti-war activity. As you can see from Steve's statement above, the peace activities (which, by the way were originally intended to include both sides of the debate, but in the end didn't get in the way of a completely successful fair not only by offending many people who thought the topic not related to environmental problems, but also by diverting the attention of some of the staff members from completing their arrangements for our originally planned activities.

That's something we should have been more careful about--keeping a clear focus on our goals, even in times of crisis.

sch

#### LOUISE AND LUCY ON SCHOOL COORDINATION

The reasons the idea of working with the school originally appealed to us was that in the first session of brainstorming we attended, we came up with so many projects for schools to do that we could barely contain ourselves. Allan and Steve had done some of the basic groundwork; they had written up school guidelines. Immediately Lucy and I knew that many of their ideas for school involvement were unreasonable, and it spurred us on into thinking of new ideas. Their ideas included these: kids might sell foods for class funds at the fair; route bus systems; write stories or poems about Boulder; build models of Boulder; do statistical reports on the computer; and many other dry activities which we were sure would not interest a flea. Also they were not for young kids.

We thought up our own ideas, mostly for elementary children and if all of them didn't get done it was probably because there were only two of us and there are 45 schools in Boulder. Although our ideas were potentially feasible and fun, they took organization and more than two people.

Sitting down that evening after the first meeting, we got tremendously excited because we thought how much it would add to the fair to have so many colorful little projects and we knew whatever elementary students did would be wonderful. I guess that is why we concentrated on art projects such as the posters, domes, banners, and decorative litter bags.

A little later we had lunch with the BE Advisory Board where we met the Superintendent of Schools, Pat Ryan. He set up an appointment for us. My idea was to have him send around a letter to all the principals saying that we were legitimate. He said that he would put a notice in the administrative bulletin.



# school coordination

## LUCY ON SCHOOL COORDINATION

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We then talked to the social studies consultant Phil Cohen, who gave us names of teachers and was also very supportive and nice. He suggested we attend a meeting of Valley School consultants who knew all the teachers in their fields and advise them. This we did, all the time feeling more and more guilty about not actually getting and getting commitments.

Ryan told us to talk to the principals before we went into classes to talk to the up appointments with the principals. This got complicated because they always wanted staff meetings to talk to the teachers before we went to the classes, an event which on Fridays at 3:30 when we both had classes.

Still feeling panicky about not having definite commitments we decided we could not or so public schools. So choosing them by number of good teachers, convenient location principals, we divided them up. Louise had Mapleton because she had gone to school at University Hill because she had gone there. We also chose Eisenhower Elementary, teacher who expressed interest and it is a very new open-space school. Nevin Platt newest and most progressive junior high in Boulder, was chosen as well as Misty Mountain because one of the BE volunteer's wives worked there.

We organized the recruiting in this way. We divided up the projects for schools, with the teachers, told them about the fair, outlined what we would like them to do, information sheets and application forms. Many of them responded enthusiastically and word began to spread.

We gave the schools a choice of organizing their own activities or using ours. We gave suggestions, but we would lose it if you or the kids would develop your own ideas. teachers clung to our ideas.

Uni Hill did a poster contest, and, using Triadome kits we gave them, constructed little domes. Misty Mountain also did a poster contest and constructed little domes. Made its own idea: a trash survey, which was displayed at the fair. We also gave them them to decorate paper litter bags to use at the fair. Eisenhower Elementary did little domes, and decorated litter bags. Columbine Elementary had a junk art display made into art--and we also gave them domes to decorate.

A few days before the fair we collected everything. The kids loved this part--the elaborately decorated with construction paper, flags, wallpaper and plastic on the the building. They had to be somehow dismantled and carried through numerous doors by shrieking hysterically excited kids, only to discover that they were not going car we had. So, back up the stairs to an empty room. We were extremely frustrated teachers were trying to get the kids to an assembly, and we were being disruptive

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Had us to talk to the principals before we went into classes to talk to the teachers. We set appointments with the principals. This got complicated because they always wanted us to go to meetings to talk to the teachers before we went to the classes, an event which always occurred on days at 3:30 when we both had classes.

Feeling panicky about not having definite commitments we decided we could not work with all 45 public schools. So choosing them by number of good teachers, convenient location, and pleasant principals, we divided them up. Louise had Mapleton because she had gone to school there. Lucy had Sky Hill because she had gone there. We also chose Eisenhower Elementary, because it had a principal who expressed interest and it is a very new open-space school. Nevin Platt Junior High School, and most progressive junior high in Boulder, was chosen as well as Misty Mountain Free School, one of the BE volunteer's wives worked there.

Organized the recruiting in this way. We divided up the projects for schools, went to eat lunch with teachers, told them about the fair, outlined what we would like them to do and gave them information sheets and application forms. Many of them responded enthusiastically. After that the word began to spread.

gave the schools a choice of organizing their own activities or using ours. We said, "Here are our suggestions, but we would like it if you or the kids would develop your own ideas." However, the schools clung to our ideas.

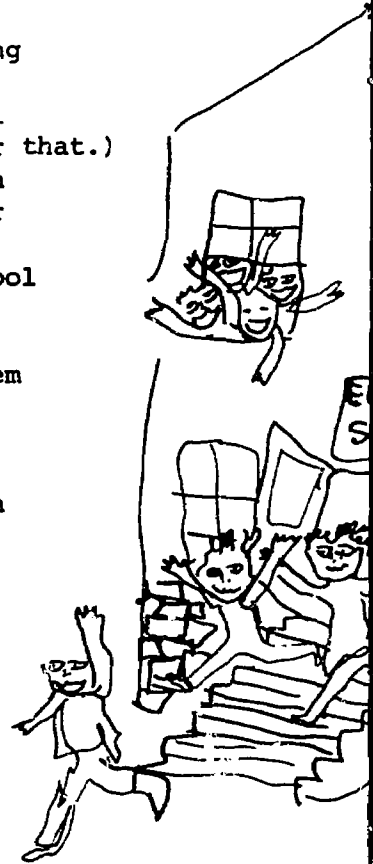
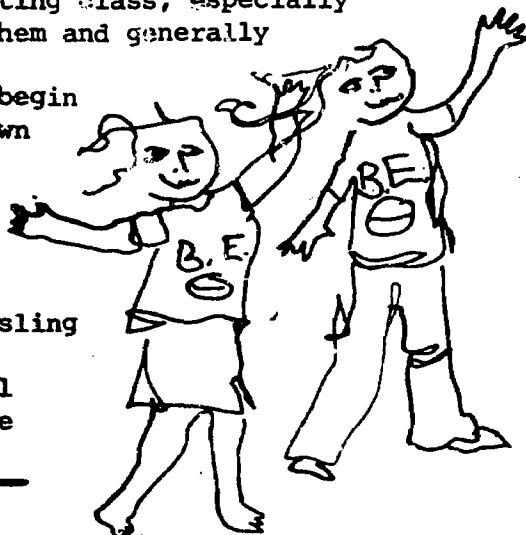
did a poster contest, and, using Triadome kits we gave them, constructed and decorated small domes. Misty Mountain also did a poster contest and constructed little domes. Mapleton Elementary did a poster idea: a trash survey, which was displayed at the fair. We also gave them dome kits and asked them to decorate paper litter bags to use at the fair. Eisenhower Elementary did strings of banners, domes, and decorated litter bags. Columbine Elementary had a junk art display-reusable junk art--and we also gave them domes to decorate.

Days before the fair we collected everything. The kids loved this part--there were four domes heavily decorated with construction paper, flags, wallpaper and plastic on the highest floor of the building. They had to be somehow dismantled and carried through numerous doors and down the stairs making hysterically excited kids, only to discover that they were not going to fit into the large hallway. So, back up the stairs to an empty room. We were extremely frustrated because most of the time we were trying to get the kids to an assembly, and we were being disruptive, as usual.

The poster contest was also fun and very rewarding. We ran it up at Uni Hill with the fifth- and fourth-grade classes, and also at Misty Mountain. The posters were lovely and we had green ribbons for all the children who did not win. BE Ecology Now, 1972 was printed on them. An utterly devastating grand prize ribbon and two lavish first prize ribbons were given. The grand prize winner also got a Boulder Experiments T-shirt.

There are some very important things to remember when you begin working with the schools:

- 1) Have ready transportation, because you are going to be trucking around a lot.
- 2) Teachers can never or rarely be reached by phone during school hours, so call them at 7:30 A.M. at home (They'll love you for that.)
- 3) Outline with the teacher what you want done, by when, and when you will want it. Otherwise the projects may get put aside or forgotten.
- 4) Make a separate and complete list of activities that each school or class is doing so that they don't get muddled.
- 5) Get a letter from the superintendent saying that you are legitimate. The principals responded to ours, and most of them offered full support. It really helps your credibility.
- 6) Don't wear yourself out either by making millions of presentations to classes or continually running around. Figure out a schedule so you know where you are going every week and when so that you are not backtracking and going to schools three times a week to collect something.
- 7) Don't worry about the kids. They really love you for coming in and disrupting class, especially if you sort of wink at them and generally love them.
- 8) It is very important to begin from the top and work down through the hierarchy, starting with the Superintendent going all the way down to the teachers. This way a lot of unnecessary hassling is avoided and you don't waste time trying to tell people, "well, yes we are legitimate."





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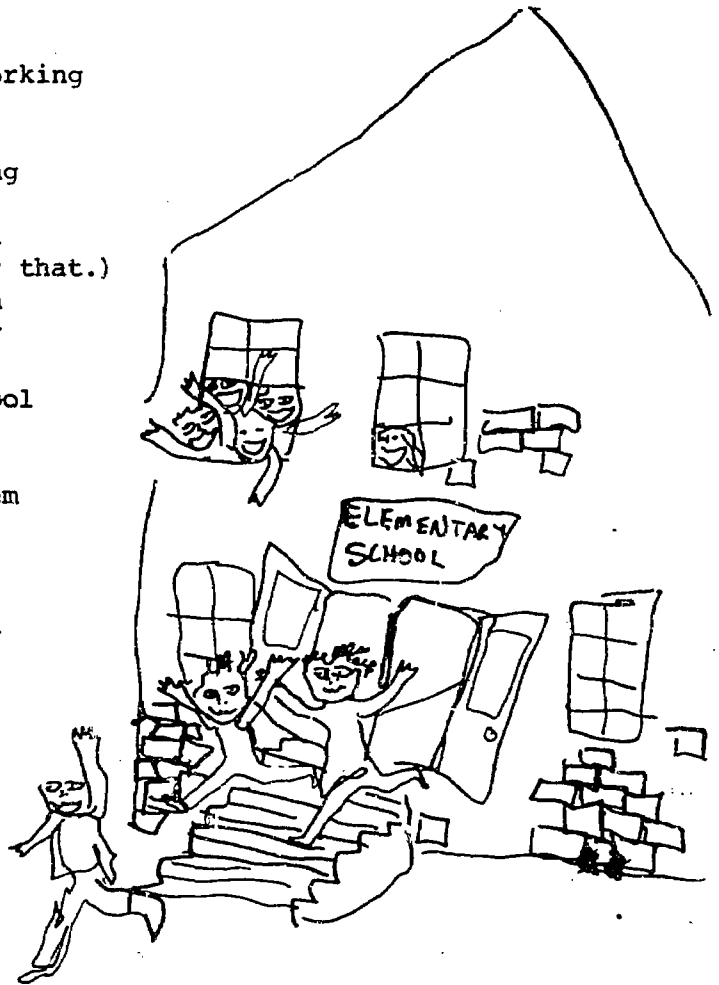
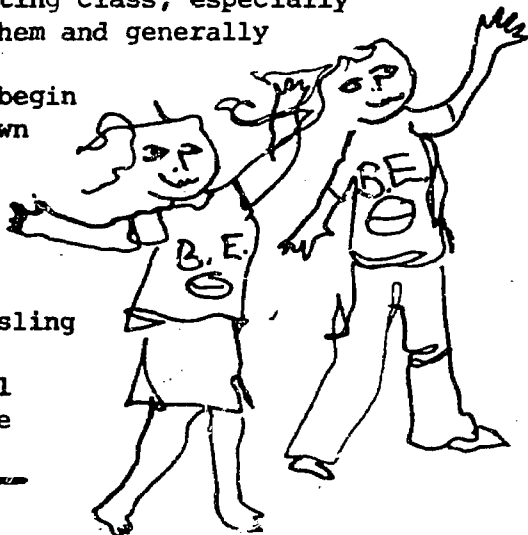
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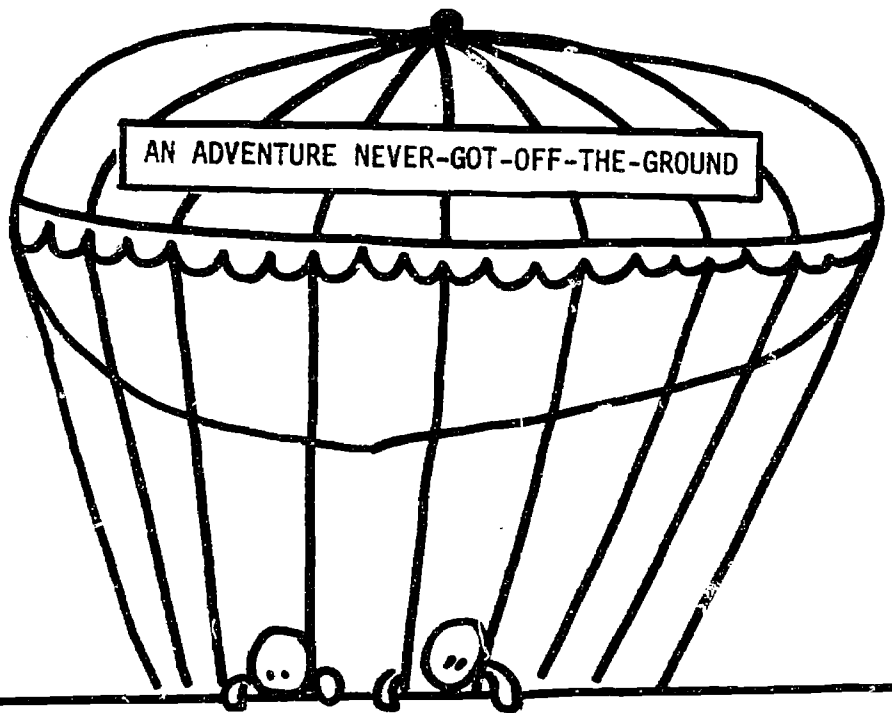
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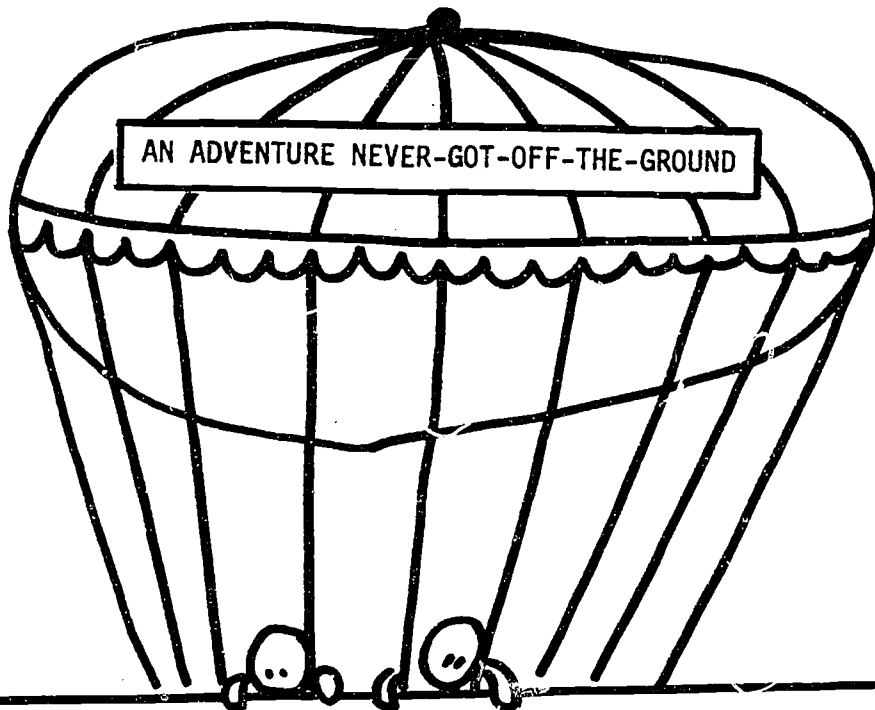
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Adventure Playgrounds at Boulder Experiments  
May 12, 13, 14

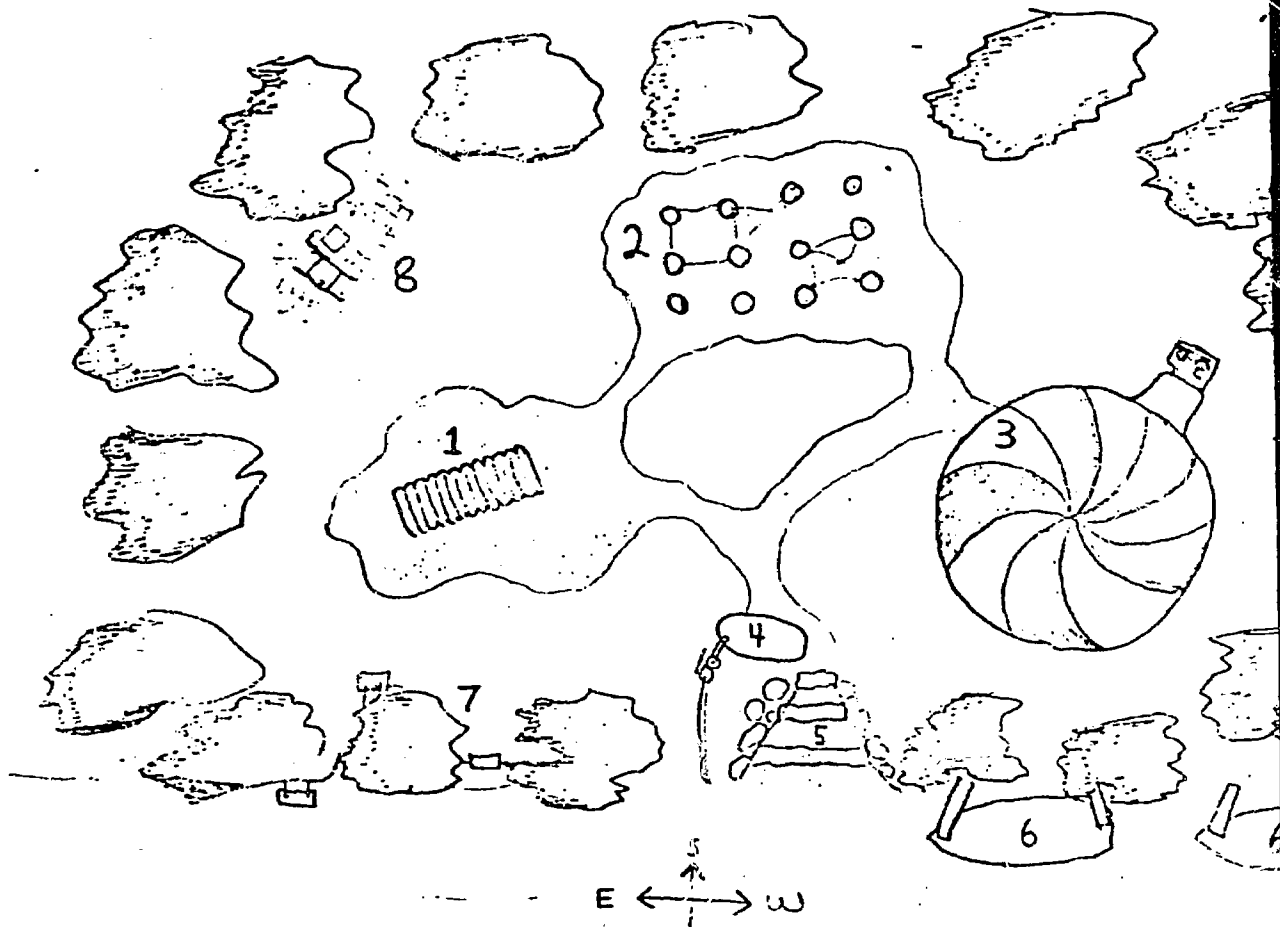
We are going to try to facilitate a modified Adventure Playground in connection with Boulder Experiments, an environmental fair that will be held downtown. The idea of an Adventure Playground stems from the Scandinavian Playgrounds that emphasize the manipulation of junk materials that kids use to build their own structures. The most important idea being that kids can manipulate their environment. We need HELP!!! — need more people to supervise during the playground hours——junk collectors to help be fair——and TRUCKS. The following is part of a very elastic plan that some of us from the environmental design school, who have built them, drew up.



Adventure Playgrounds at Boulder Experiments  
May 12, 13, 14

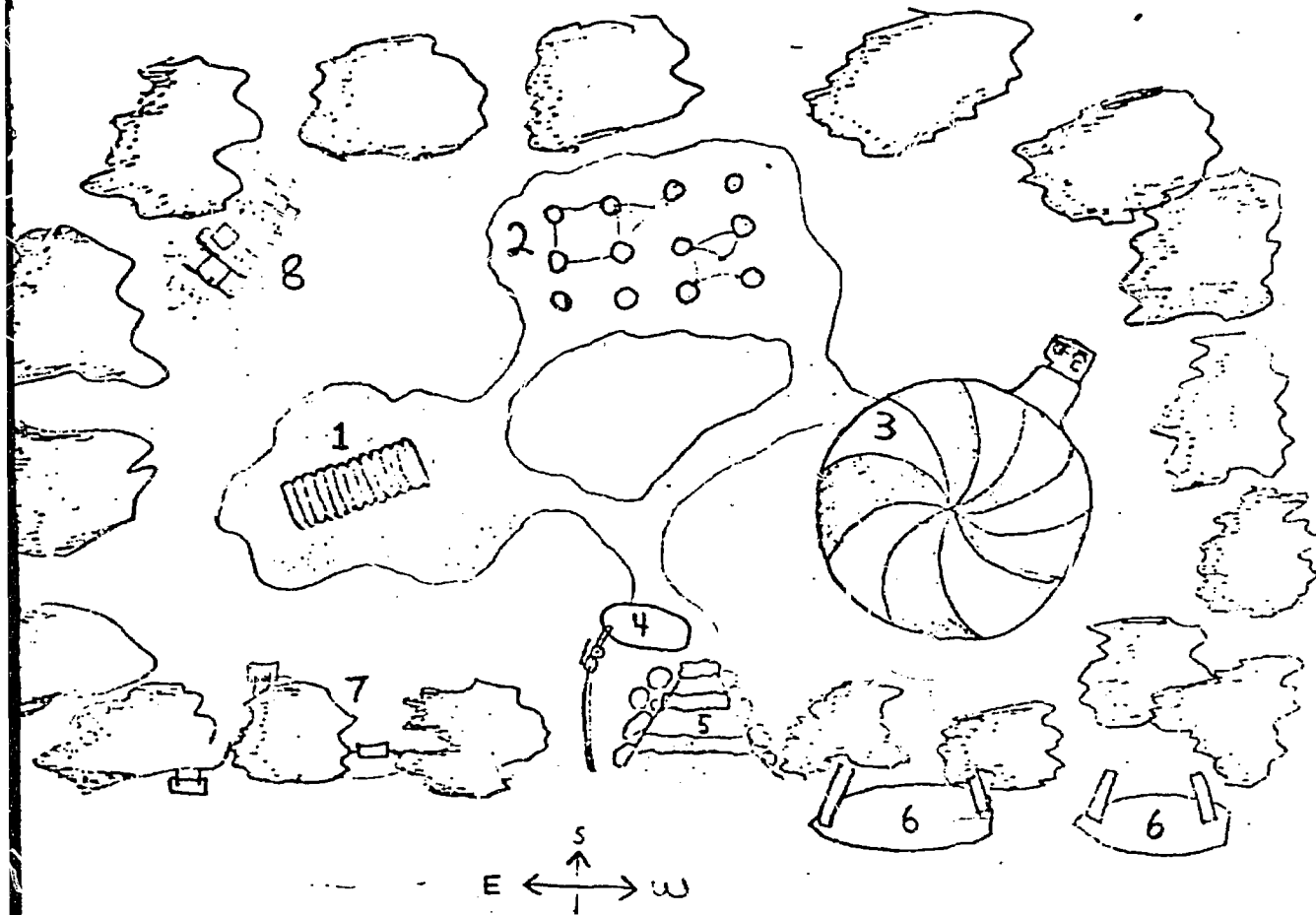
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the environmental design school, who have built them, drew up.

# PLAYGROUND AREA



- 1 culverts and sand pile
- 2 telephone pole foundation for building with wood and rope, etc.
- 3 inflatable made with polyethylene and fan
- 4 bathtub and pump for water
- 5 different levels of sand for water to be pumped down
- 6 rafts with fish underneath
- 7 tree swings
- 8 bales of hay straw for tunnels

## PLAYGROUND AREA



culverts and sand pile

telephone pole foundation for building with wood and rope, etc.

inflatable made with polyethylene and fan

bathtub and pump for water

different levels of sand for water to be pumped down

rafts with fish underneath

tree swings

bales of hay straw for tunnels

Loewer

## THE BUILDING PLAYYARD - A CREATIVE AREA

### OBJECTIVE

Children often prefer playing <sup>in</sup> building sites and on vacant land rich in junk materials. In these areas they develop their own imaginative kinds of play with waste objects. This is particularly true with children between the ages of 6 and 14.

The purpose of a building playyard is to provide a place for the mixture of building materials, tools, adults who respect the child's initiative and children who are looking for the opportunity to create their own play environment.

### COMPONENTS

Materials - Boards, wooden crates, cardboard boxes, tires, old furniture, paint, rope, and bricks make up some of the many materials that can be used in the building playyard. Most materials are "colths", relics of our throw-away culture, and are easily and inexpensively obtained. This material should be brought to the site, examined by adults for removal of those dangerous materials before use by the children, and then placed in a storage area from which the children can help themselves.

Tools - Adult hammers and saws are the tools that need to be provided. These tools along with nails should be issued and stored under adult supervision.

Adult Leader - An adult who understands the children and has their trust is the most important component of the playyard.

Ground Area - Most natural ground surfaces are suitable if they drain properly and digging can take place. The area required depends, of course, on the level of activity but a quarter of an acre would be satisfactory.

Fences - Like most building sites, building playyards have an untidy appearance. To be a good neighbor it is desirable to surround the yard with some type of enclosure. This enclosure forms a protective barrier and provides a sense of place to those within it. While this barrier can be landscaping or earth mounds, a fence is most satisfactory. To limit the activity to those times when an adult is near, it is desirable that the fence be high and have an opening that can be closed and locked.

Adventure Playground NEEDED !!!

May 72

- 1 12 trout
- 2 wire mesh cage
- 3 cement culverts, steel
- 4 parachutes
- 5 telephone poles as many as 12 20ft. available
- 6 2-4 pieces of 4 by 8" plywood
- 7 2x4x8 2 by 4's and 2 by 6's
- 8 bark from quarter cut wood
- 9 hammers, saws, rakes, shovels, wheelbarrows,
- 10 bricks
- 11 12 yards of sand
- 12 animals ( guinea pigs, rabbits, etc.) and CAGES
- 13 60 bales of straw
- 14 rope ( 100 ft.)
- 15 tires-60
- 16 chalker (lime chalker)
- 17 post-hole digger
- 18 cardboard heavy-duty double-wall pump
- 19 old billboards
- 20 bathtub
- 21 paint tempura
- 22 50 lbs. of nails ( 8 penny and 10 penny )
- 24 card board culverts (cement pourers)
- 25 roll of poly ethylene
- 26 polytape
- 27 fan
- 28 extension cord
- 29 TRUCKS

- 1 Boulder Fishing and Gun Club
- 2 " " or pet store
- 3 university, Banyon Tree - steel
- 4 army surplus, airport, Quarter Master - free 16.77.
- 5 Orville Nadkewick-public service
- 6 lumber yards Haysett - 443-4400  
Foster - 447-2100  
Boudele - 443-0582
- 7 same
- 8 place on Pearl?
- 9 free schools, construction, farm., hardware stores, GSA. - hammers \$2.05, shovels \$3.05
- 10 Valmont brick company - will call 2-62
- 11 Flatirons gravel - made
- 12 New horizons and Banyon tree
- 13 Hidden Valley Ranch - pay for damaged \$100 bale
- 14 try public service - call back - green meadows (Regularly picked)
- 15 sos tire, Ward's auto etc SOS GOODYEAR 424
- 16 university
- 17 city, C.U. - \$10 1/2 DAY
- 18 paper companies- try Golden
- 19 community-farm
- 20 advertising agencies
- 21 banyon tree
- 22 free-schools
- 23 GSA - 654 on 684 5 lbs \$6 to 8 a bag  
Call Foster - 447-2100  
Buy cement from lumber yard
- 24 Flatirons cement and Gravel or any construction company
- 25 Stan
- 26 Stan
- 27
- 28
- 29

last priority if too complicated

Bill + Brady

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ADVENTURE PLAYGROUND  
History and Plan

- 4/14/72 Our first contact was Bob Utzinger. He gave us the names of students who could help us. He also offered help in the playground during the fair.
- 4/19/72 Stan Mathis was then contacted and asked to come to a meeting at SSEC. Christine Wolf from New Horizons and Jude Rifkin from Misty Mountain, who are interested in working in the playground, attended. Stan committed himself to the making of the plan and institution of it; Jim promised some kind' of honorarium fee. We decided to have a meeting of teacher-volunteers on 4/23/72. We committed ourselves to the finding of a plot of land.
- 4/20/72 We scouted out different possible places for the Adventure Playground, and decided upon a site. It is the area across the stream from the library adjacent to the employee parking lot. We then went to Bob Sample, Assistant City Manager, and Ron Donahue, Superintendent of Parks. We told them our plans and asked them about its feasibility. We also asked about the possibility of a truck. We thought we got a firm commitment both on location and truck, but needed a formal agreement from Bob Keys, Director of Parks and Recreation. We wrote a formal request and are waiting for a reply.

4/23/72 Meeting with teachers:

NAME

PHONE

CAN HELP ON:



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4/23/72 Meeting with teachers:

<u>NAME</u>	<u>PHONE</u>	<u>FRI.</u>	<u>SAT.</u>	<u>SUN.</u>
Stan A. Mathis	449-8520		X	X
Jude Refkin	444-2218	X	X	X
Roger Resneck	442-2729		X	X

<u>NAME</u>	<u>PHONE</u>	<u>CAN HELP ON:</u>		
		<u>FRI.</u>	<u>SUN.</u>	<u>SUN.</u>
Christine Wolf	443-9306	X	X	maybe
Butch Smith	443-7916	X	X	X
Jean Jacobson	494-1023			( $\frac{1}{2}$ day probably - ? )
Helen Klein	444-3512			( $\frac{1}{2}$ day probably - ? )
Steve Hodes	494-4148	X		(on and off)
Suzanne Marsden	443-9029	$\frac{1}{2}$ day?	X	X
Pat Jones	447-9271	after 3:30	X	possibly

COMMITMENTS:

- R. Resneck - can get: cardboard refrigerator boxes, hand tools, tires, small wood scraps, car.
- C. Wolf - tubes, truck, glue animals, balance, food.
- B. Smith - bathtub, rabbits, bedsprings, culvert, some lumber and tool-
- S. Marsden - tipi, buckets, 2-3 tires, find our about lumber dump. Slides of English & Swedish playgrounds.
- P. Jones - Children!
- We set up a training session for Wednesday, May 10, 7:30 p.m.

\*\* THINGS TO DO:

1. Call Stan to have plan ready by Friday.
2. Have meeting with Stan to figure out resources needed - places to get resources.
3. Call Utzinger to get him for training session.
4. Get firm commitment on city truck or get rental truck.
5. Make out a map of pick-up points and schedule.

Jean Jacobson

Helen Klein

Steve Hodes

Suzanne Marsden

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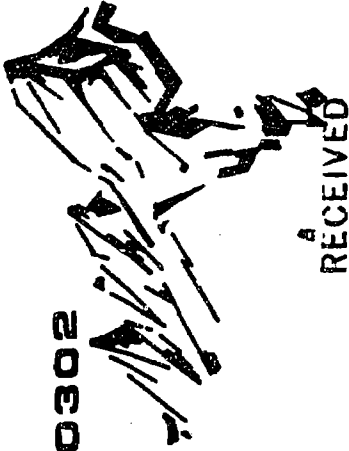
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4. Get firm commitment on city truck or get rental truck.
5. Make out a map of pick-up points and schedule.
6. Arrange display board with pictures and blurb.
7. Get firm commitment from Keys.

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CITY OF BOULDER, COLORADO 80302

April 28, 1972



RECEIVED

MAY 1 1972

Mr. James E. Davis  
Assistant Director  
Social Science Education Consortium, Inc.  
Educational Resources Center, Inc.  
855 Broadway  
Boulder, Colorado 80302

Dear Mr. Davis:

Thank you for your letter of April 20 concerning an adventure playground to be set up north of the employee's parking lot along Boulder Creek. We approve this project and authorize you to proceed as described in your letter. We ask that the project be carried out in such a manner that none of the existing vegetation is disturbed and the area is thoroughly cleaned up and restored afterward.

The city attorney has advised that a public liability insurance policy be provided with the City of Boulder as named insured in the amounts of \$100,000/\$300,000 for the two days.

In reviewing your request for a truck, we have concluded that the press of park department activities during that time in making preparations for the summer season will not permit us to make this commitment. This time of year is a very busy one and we are usually quite strained for personnel and equipment.

Please call me if you have any questions.

Sincerely,

Robert E. Key  
Director of Parks and Recreation

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146

MAY 8

NIXON ANNOUNCES MINING OF HAIPHONG  
HARBOR

MAY 9

ADVENTURE PLAYGROUND VOLUNTEERS  
DESERT

MAY 10

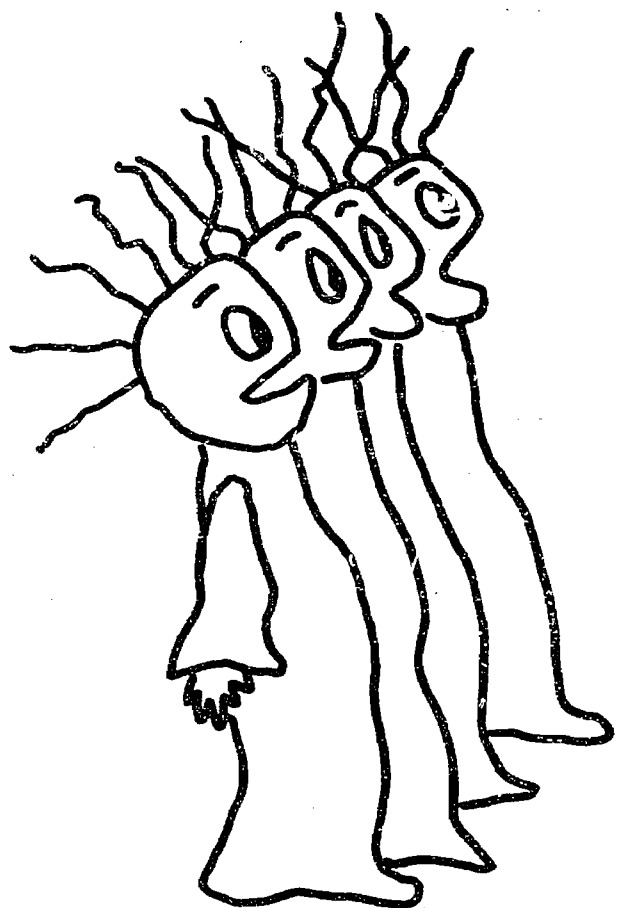
FEW REMAINING ADVENTURE PLAYGROUND  
ENTHUSIASTS SPEND DAY ON PHONES  
TRYING TO GET NEW VOLUNTEERS

MAY 11

ADVENTURE PLAYGROUND GOES DOWN THE  
TUBES BECAUSE:

- 1) can't get enough replacements
- 2) rumor has it that parents won't  
want to bring their kids to the  
fair anyway for fear of a riot

147



# getting (unpleasantly) surprised

OR

May 9, 1972

(in which BE staffers learn  
there are some things you  
just can't anticipate)

Propinquity, Steve and the school buses will be Phil, Keith Holcomb and free and all volunteer Dexter Payne will offer the school drivers will be musical entertainment and driving the vehicles. The Avital and his Mime Tribe service will run between 9

### Bridge Blockaded



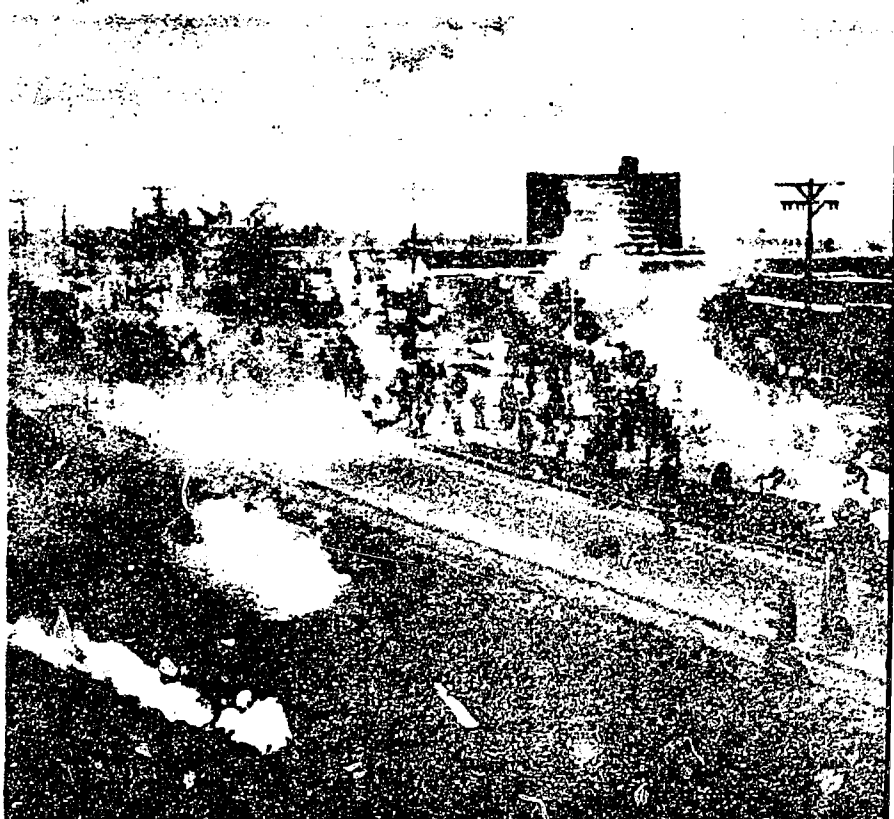
Tires and logs were used as blockade materials across the bridge leading to the Turapike, snarling traffic entering Boulder on Tuesday. When it was decided the streets had to be open, officers moved in with tear gas. Boulder police, Sheriff's officers, State Patrol and Emergency Squad volunteers were involved but at press time, the National Guard had not been brought in by the Governor.



## SERVING BOULDER CO

1 Section 48 Pages Boulder, Colorado May 10, 1970

### Peace Demonstrators Dispersed b



Boulder was rocked by its first serious anti-war demonstrations Tuesday, following President Nixon's announcement of the mining of Haiphong and other harbors in North Vietnam. Demonstrators did their own blockading of highways leading into the City and

this was the scene in to break up crowd then gather Broadway, later More p

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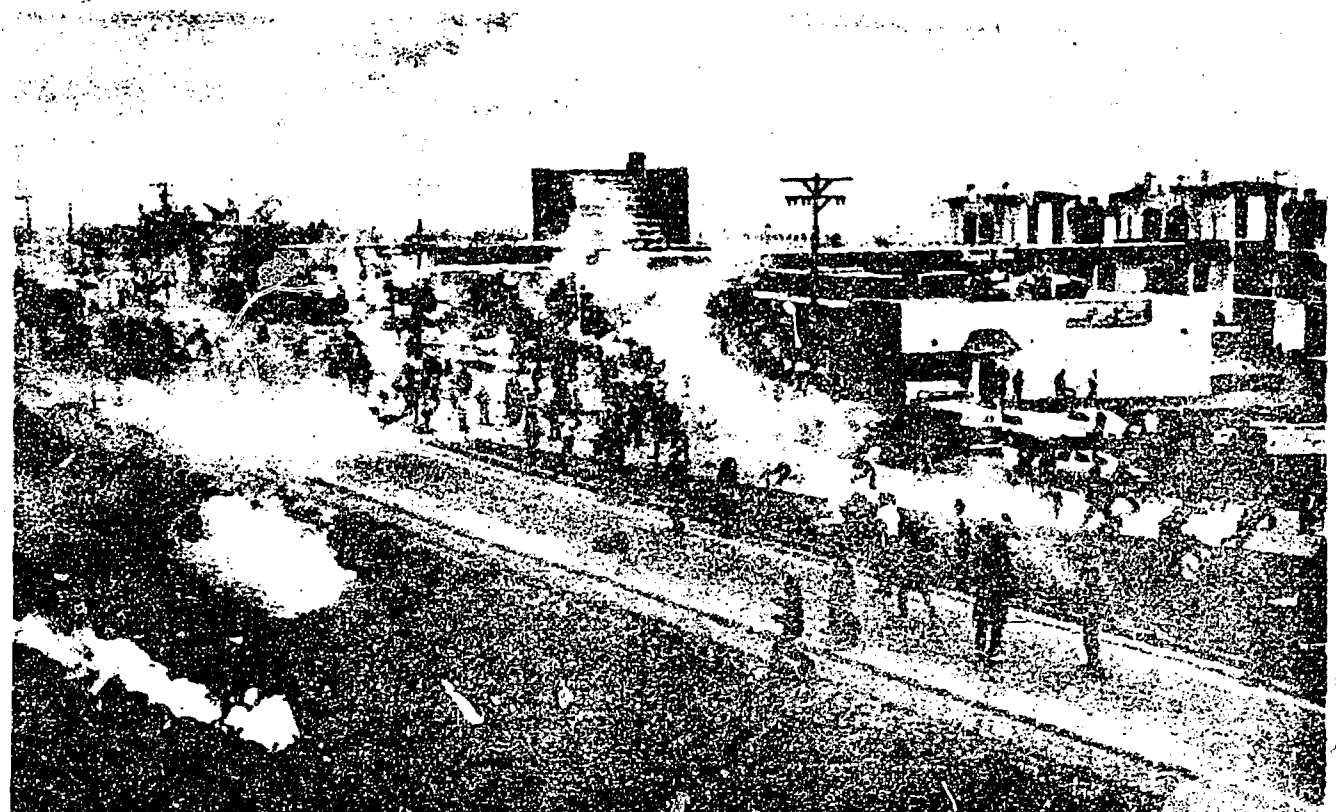
lockade materials across  
ike, swarling traffic en-  
hen it was decided the  
moved in with tear gas,  
cers, State Patrol and  
ere involved but at press  
not been brought in by

# TOWN & COUNTRY

## SERVING BOULDER COUNTY

1 Section 48 Pages Boulder, Colorado May 10, 1972 Volume IX, No. 19

### Peace Demonstrators Dispersed by Tear Gas



Boulder was rocked by its first serious anti-war demonstrations Tuesday, following President Nixon's announcement of the mining of Haiphong and other harbors in North Vietnam. Demonstrators did their own blockading of highways leading into the City and

this was the scene near the Royal Inn as police moved in to break up the blockade with tear gas. A large crowd then gathered in the intersection of Pearl and Broadway, later moving away from the downtown area. More pictures on page 36



Where are your priorities? Are you more concerned about war/peace problems or environment? Shall we go ahead with the fair or call it off? Can we go ahead with the fair or must we? Who's willing to keep working full time on the fair? Who wants to shift over to the fair? Do the businessmen want us to call off the fair? What do the city government people want us to do to calm down enough by Friday to not endanger the fair? Is there a chance of violence at the fair? What can we do to keep it cool? Would it help to include some last minute war/peace activities in the fair? Will that destroy or get in the way of our original emphasis on Boulder's environmental problems? What would the volunteers and exhibitors want us to do? Will the schools want to cancel their buses? Should we increase security? Will people feel it's safe to bring their children to the fair? Will too many of our volunteers and exhibitors decide to drop out, either to work on other projects or for fear of violence at the fair or from distaste for war/peace activities? Could we postpone the fair, until the next weekend or the next, or will the loss of exhibitors (who will be gone because finals will be over) diminish the fair too greatly? Is war/peace an environmental problem, too? Is such dissension as we're seeing today a part of Boulder's social problems that merits attention at the fair? Do you feel that the course of events has simply slipped away from our own project right out of our hands? Do you feel almost helpless? What Shall We Do?

#### A DAY-LONG MEETING

Decision: To Go Ahead With The Fair

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Should we postpone the fair, until the next weekend or the next, or will the loss of the University people  
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#### A DAY-LONG MEETING

Decision: To Go Ahead With The Fair

MEMORANDUM

TO: All Staff

FROM: Irving

DATE: May 10, 1972

RE: Meeting on Boulder Experiments today, Wednesday, 4:00 p.m.

My own thoughts about yesterday's meeting on Boulder Experiments are put down in the attached memo. Please read.

Tuesday evening, a smaller group met and came up with some recommendations, contained in the attached memo from Reggie. Please read.

SADMESS staff, plus all other interested parties, will meet today at 4:00 p.m. in the living room.

bja

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# Social Science Education Consortium, Inc.

Educational Resources Center, Inc. • 443-2211 Ext 3155 • 555 Broadway • Boulder, Colorado 80302

## MEMORANDUM

TO: All Staff  
FROM: Irving  
DATE: May 10, 1972  
SUBJECT: Yesterday

Our day-long discussions yesterday, responding to the actions of our leader in Washington, was probably mostly necessary--but still rather frustrating and unproductive. Let me express some of my thoughts and frustrations.

A feeling that some seemed to have was that we should drop what we are doing and then figure out something else to do. My own inclination goes very much the other way: if there is something else that needs doing, let's see if it requires dropping what we are already doing.

Also, there was a dearth of specific or semi-specific suggestions of what to do. In a day-long meeting of 30-plus people, I would hope for more ideas than came out yesterday.

Also, when some specific ideas did come out, there was little or no follow-up on them--to examine them, modify them, and think about whether they might fly. Thinking back, I wonder if it wouldn't have been useful to invoke Roberts Rules of Order at times. One big advantage of Roberts Rules, highly appropriate at certain times, is that there is no discussion unless there is a motion on the floor. We might have had some long (and possibly fruitful) silences yesterday, if a motion had been required before discussion could begin.

In expressing disappointment on failure of the group to follow up on some of the few specific or semi-specific suggestions that were made, I am thinking of some that I either made or supported, and on which there was insufficient follow-through or no follow-through, either to approve, disapprove, or modify. These were the following:

1. That our basic posture (to quote a famous social psychologist) should be to take a positive initiative with respect to the City Council, Down-

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Also, when some specific ideas did come out, there was little or no follow-up or them--to examine them, modify them, and think about whether they might fly. Thinking back, I wonder if it wouldn't have been useful to invoke Roberts Rules of Order at times. One big advantage of Roberts Rules, highly appropriate at certain times, is that there is no discussion unless there is a motion on the floor. We might have had some long (and possibly fruitful) silences yesterday, if a motion had been required before discussion could begin.

In expressing disappointment on failure of the group to follow up on some of the few specific or semi-specific suggestions that were made, I am thinking of some that I either made or supported, and on which there was insufficient follow-through or no follow-through, either to approve, disapprove, or modify. These were the following:

1. That our basic posture (to quote a famous social psychologist) should be to take a positive initiative with respect to the City Council, Downtown Merchants, and others who might get itchy about the potential dangers of the fair. This would have included a message to the City Council meeting last night that we have some positive ideas with respect to managing any BE-protest interaction that might occur and are ready and willing to discuss the matter. This suggestion could still be implemented with respect to the City Government and Downtown Merchants.

2. That we include a peace-war--not anti-war--component in the fair, with the following rationale:
  - a. It is within the spirit of Boulder Experiments, contributing to a better community, to help citizens creatively discuss and possibly move toward resolution of sharp community conflicts.
  - b. That, both because of the feelings of many of our staff members and some of our BE cooperators, it would not be appropriate to omit any reference to the new national crisis.
  - c. That inclusion of an anti-war component would be a clear violation of the bases on which we have sought and received much cooperation from many persons who would not agree with the views implied by an anti-war component.
  - d. That, even if we omitted such a component, the temper of protesters might be such that there might be a disruption of the fair from that quarter. Our attention to the peace-war issue might not assure freedom from such disruption, but might improve the probabilities, particularly if other action suggested below with respect to the anti-war protests is taken.
  - e. That following such a plan, along with other action suggested below, might help to meet and defuse apprehensions from the city and the Downtown Merchants with respect to the fair--although our apprehensions about disturbances seem to have been greater than theirs up to this point.
3. That we take initiative in approaching the anti-war protest, with a view to the following:
  - a. To the extent that we have resources available, we try to help with planning and leadership in the movement--there is a big need. This could be a useful avenue for those who feel most strongly about de-emphasizing or cancelling the fair.
  - b. That BE approach the leadership of the anti-war movement (if leadership can be found--which might include some leadership we help provide) to (1) express the sympathy of most or all BE staff with their cause, (2) ask their cooperation in planning our peace-war component, and (3) ask their cooperation in keeping protest activities out of the BE area during the fair.

- b. That, both because of the feelings of many of our staff members and some of our BE cooperators, it would not be appropriate to omit any reference to the new national crisis.
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It seems to me that it was pretty clear--although even this was fuzed up--that the predominant (perhaps not majority) opinion within both SADNESS and the entire staff was to go ahead with the fair and to include a peace-war component. (As with all other aspects of BE, I presume the doing of this component would depend on the availability of willing manpower.) Arguments for continuing with the fair, put forward by many people, included:

1. Many people--staff and others--have put a tremendous lot of horse-power into the fair. Many of those who have put the most work into the fair do not want to see it cancelled.
2. Many of the general public would not see why the fair should be cancelled on our initiative. It could be seen as a cop-out on our part.
3. Cancellation without clear and sufficient cause--in the eyes of the general public--might decrease the chance of similar efforts in the future being successful. BE staff are well aware of the obstacles in the way of getting this effort off the ground; it would be too bad if it were still more difficult "next time" because of cancellation of BE.

This probably does not cover all of the reasons for continuing with the fair. Nor does it review the reasons for not continuing. I think both the pros and the cons on cancellation were aired pretty well yesterday.

It is my suggestion at this point that we schedule a meeting of all SADMESS staff, plus all other interested parties, as soon as possible, to act on the specific suggestions I have outlined above, plus other suggestions that might be made by anyone in the group. With respect to the question of who has the decision-making power, I suggest the following procedures for dealing with individual questions or proposals.

1. That an effort be made to reach a consensus of the entire group, within a time limit set in advance by the group.
2. That, lacking consensus, a voting procedure be undertaken, in which each paid staff member of SADMESS has one vote. Before any vote is taken, the opinion of non-voting members of the group should be sought, preferably by consensus; if not by consensus, then by vote. Following the expression of opinion by non-voters, voting members would attempt to reach a consensus; if consensus is not found within a pre-set time limit, the matter would be settled by a vote.

One more question I want to deal with: what are possible roles of persons who disagree with the decision to proceed with the fair, if this is the decision of the group. I see two possible "objecting" positions.

1. Some may feel so strongly about the present crisis that they want to withdraw their own participation; feeling that (1) all their own energies are required for a higher cause at this time, (2) BE should be called off as a gesture of protest, (3) BE should not be carried on without including a clear anti-war component--or some combination of these and other reasons.



ERIC  
Full Text Provided by ERIC

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One more question I want to deal with: what are possible roles of persons who disagree with the decision to proceed with the fair, if this is the decision of the group. I see two possible "objecting" positions.

1. Some may feel so strongly about the present crisis that they want to withdraw their own participation, feeling that (1) all their own energies are required for a higher cause at this time, (2) BE should be called off as a gesture of protest, (3) BE should not be carried on without including a clear anti-war component--or some combination of these and other reasons. This in my mind is the "conscientious objector" position, which I would honor and which I would take (and have taken) under some circumstances.
2. While some may feel impelled to take the conscientious objector position, I do not think that mere disagreement with a majority decision is sufficient cause for taking this position. Paid staff members have an obligation to continue with the tasks for which they are being paid--and which, in this case, they have had a great deal of say in determining. What is sufficient cause for stopping participation is something that an individual must determine for himself--but it has to be something more than voting "no" on a decision that went the other way.

mlh

MEMORANDUM

TO: SSEC and ERIC staffs

FROM: Reggie

RE: Boulder Experiments

DATE: May 10, 1972

The Tuesday afternoon meeting was continued Tuesday evening with the following people present: Sue Helburn, Steve Hodes, Steve McElroy, Jon Rasmussen, Carig Holdrege, Reggie Greene, Elise Boulding, Louise Tannenbaum, Jim Davis, and Karen Wiley. The group made these recommendations:

1. Continue the fair as planned adding a new component addressed to the current war situation.
2. This component could include:
  - a. a teach-in presenting the historical background of the war up to the present.
  - b. a table manned by the Peace Studies group on campus including books, etc.
  - c. organizing small group collectives. This idea was presented at the noon rally today and all those interested are meeting here at the SSEC tonight. These small groups can do anything from discussions of history and politics to petitions, other kinds of action from any political perspective. The rationale for including them in BE is they provide an easy-to-organize, flexible forum which is not intrinsically weighed in any political direction. Our role is to provide space, process facilitators and a general format.

bja

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WEDNESDAY

MAY 10, 1972

Business as usual

Only, there was a slight pall (and occasional whiffs of teargas) in the air.

Seemed like a lot of joy had gone out of the fair.

And there was some resentment--sometimes directed against Nixon for having staged an international crisis right before our fair, sometimes at members of the group who had "deserted" for the anti-war movement at the last minute when we most needed extra help, sometimes at some vague authority (usually labeled the "the SSEC staff") who had "taken control of the fair away from the students."

Some of the exhibitors and volunteers did drop out. (For instance, the man from Dow Chemical called on Wednesday to say that he didn't think he'd be able to get his exhibit ready. And most of the volunteers working on the Adventure Playground decided they'd rather go to the demonstration in Denver on Saturday--besides, no one would want to bring their kids to the Playground under the circumstances, now would they?)

Some exhibits and other activities were added at the last minute. Most of these were labeled "war/peace" activities, though it was hard to find any that weren't heavily weighted toward anti-war sentiment. Several last minute calls, however, brought us new environmental and cultural activities unrelated to the anti-war movement.

Some of the BE staff contacted the anti-war activities in order to keep the fair cool. The fair should be off-limits other than rational and relevant to the war/peace problem.

By the end of Wednesday, for us seemed to have gotten back the former enthusiasm and the fair had returned, and we'd fact that we'd just have to make up for our manpower loss the best we could to get the fair by Friday night.

But we continued to worry about the week's troubles would continue and we continued to worry about demonstrations and violence obscured the point of the fair as a hateful and unhappy event, a pleasant learning experience and possibly getting us into Also, in the backs of some nagging doubt--was the fact to devote our energies to an environmental fair rather than "import for all mankind" (that really an indication that our activities were topsy turvy? So they were.

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t.

Some of the BE staff contacted the leaders of the anti-war activities in Boulder to ask them to keep the fair cool. They readily agreed that the fair should be off-limits for anything other than rational and reflective approaches to the war/peace problem and worked for this end.

By the end of Wednesday, fortunately, most of us seemed to have gotten back in gear, some of the former enthusiasm and excitement about the fair had returned, and we'd adjusted to the fact that we'd just have to "go an extra mile" to make up for our manpower losses and do the best we could to get the fair off the ground by Friday night.

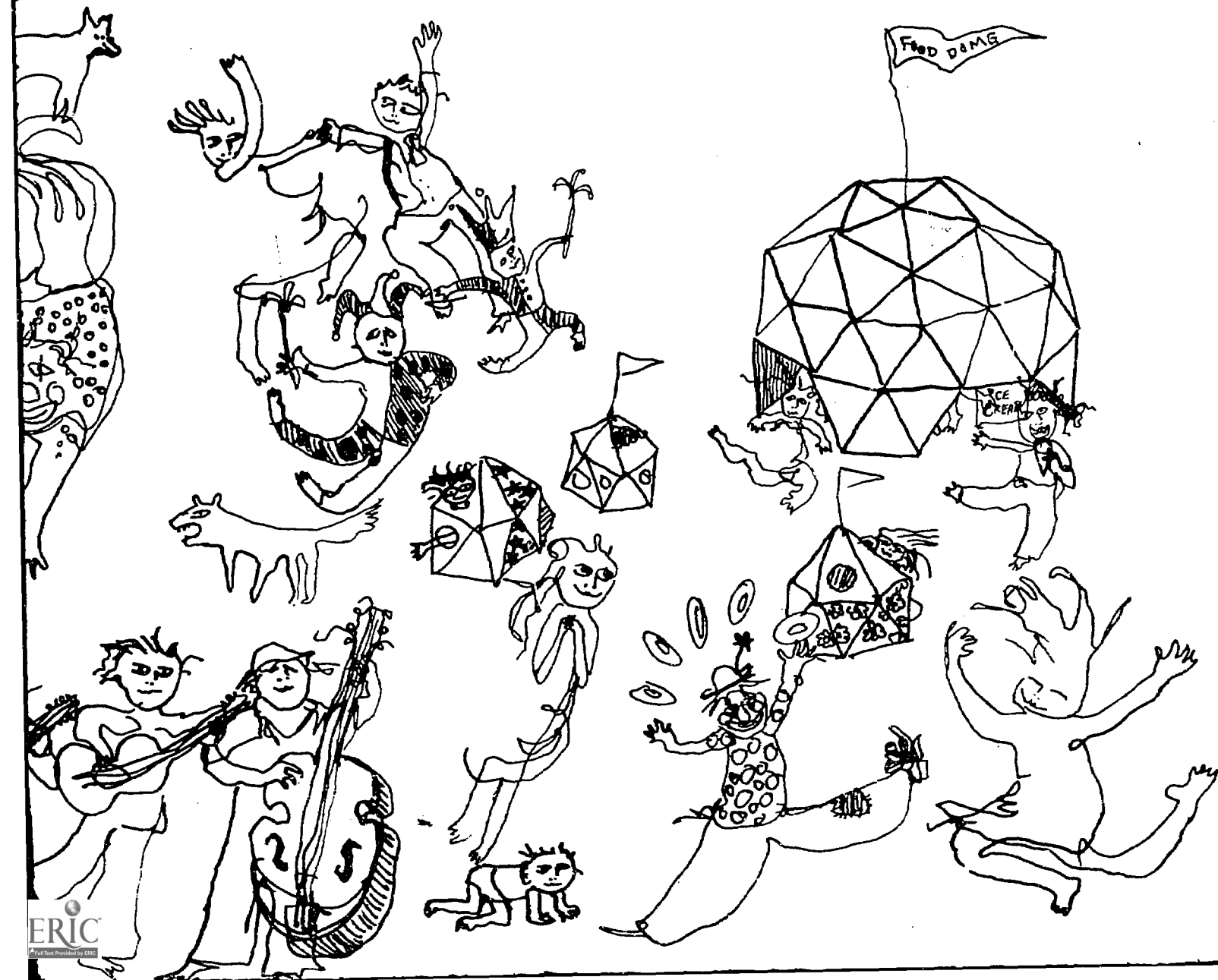
But we continued to worry silently about what the week's troubles would do to fair attendance; and we continued to worry about the possibility of demonstrations and violence which could obscure the point of the fair, turning it into a hateful and unhappy event rather than a pleasant learning experience for the community, and possibly getting us into deep legal trouble. Also, in the backs of some of our minds hung a nagging doubt--was the fact that we had chosen to devote our energies to a little old local environmental fair rather than to a question "of import for all mankind" (the war in Viet Nam) really an indication that our values and priorities were topsy turvy? Some people claimed they were.

# getting it all together



# Putting it all together

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# BOULDER EXPERIMENTS COMMUNITY EN DOWNTOWN FRIDAY NIGHT, SAT & SUNDAY MAY 19

After it was all over, Allan said, in response to the question "What to you was the most unexpected thing that happened?", "The fair actually happened. Despite occasional optimism, I felt deep down that for one reason or another, the fair would not be held. The most unexpected thing was to be down on the street Friday night."

# SENIOR EXPERIMENTALS COMMUNITY ENVIRONMENTAL FAIR WINTOWN

After it was all over, Allan said, in response to the question "What to you was the most unexpected thing that happened?", "The fair actually happened. Despite occasional optimism, I felt deep down that for one reason or another, the fair would not be held. The most unexpected thing would not be the street Friday night."

Friday night, Saturday,  
& Sunday May 12, 13, and 14



It seems almost anti-climactic to describe the fair itself, after having described all the trials and tribulations leading up to it.

And, indeed, it seemed to many of us at the time that the fair was anticlimactic! We had moved from one high point to another over the past couple of months and them...the fair was here, and it all seemed so easy in comparison to the previous preparation work!

The fair went off so smoothly and was so pleasant, that we wondered how it could have been such a hassle before. Of course, there were hassles on Saturday and Sunday--exhibitors didn't show, people made complaints, we couldn't find so-and-so, etc. but they were NOTHING compared to all the work that came before!

Maybe one of the tests of how well you've put your project together might be whether you can settle back, relax, and enjoy it once it's on the road. We could!

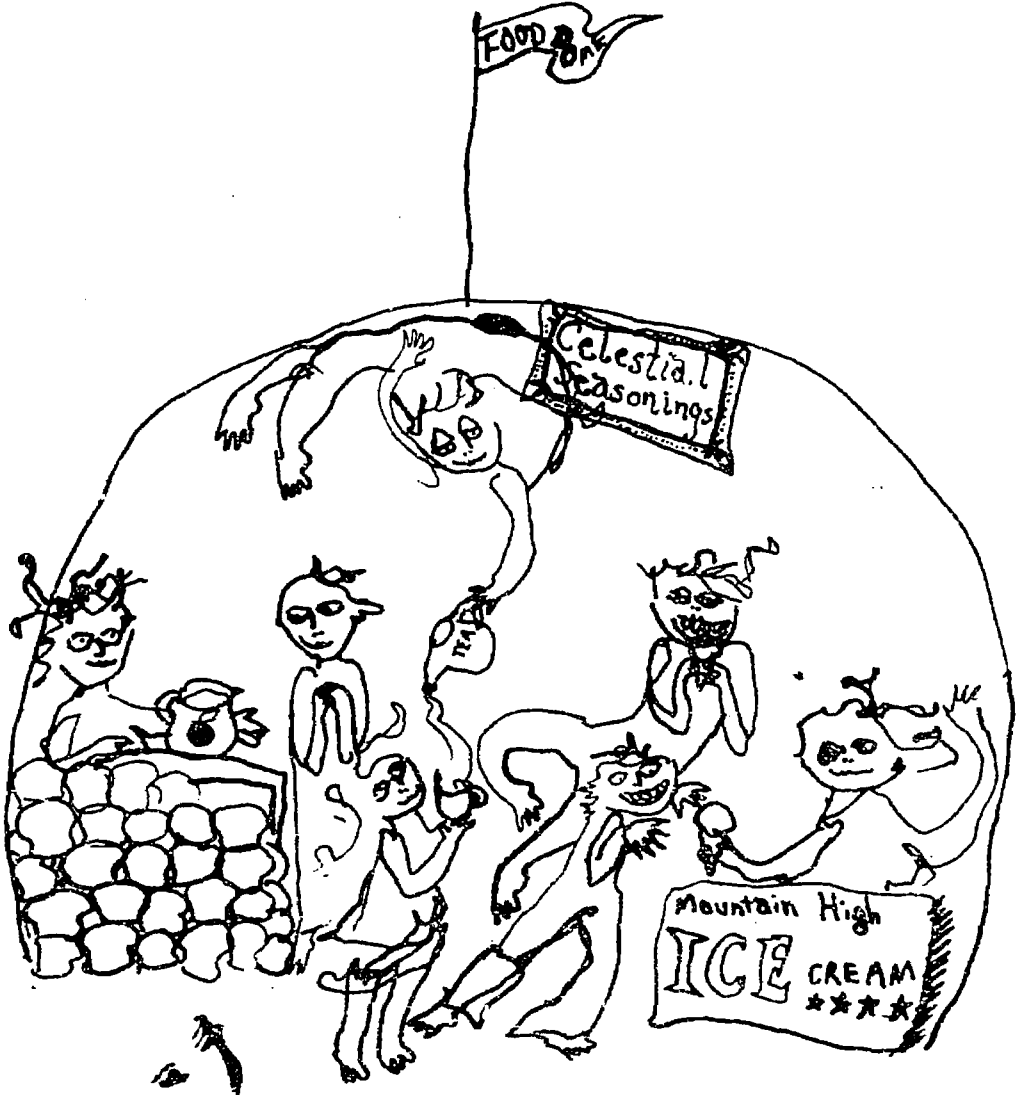


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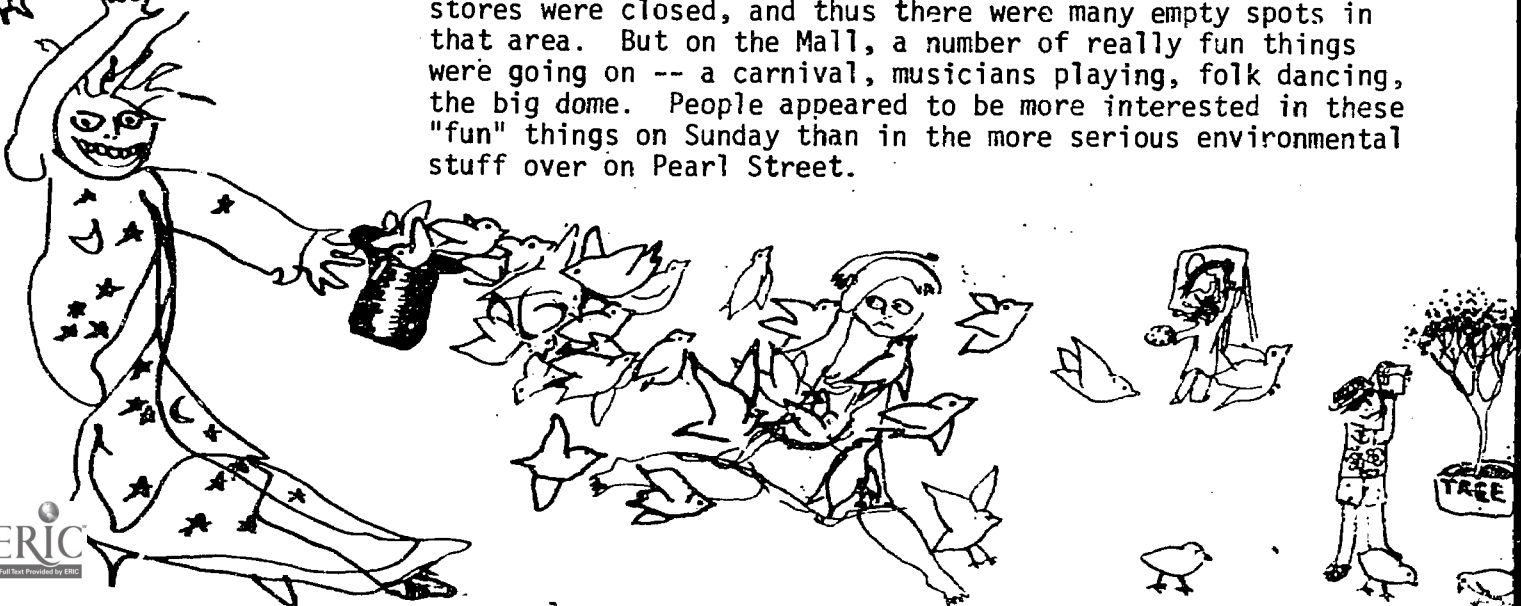




We'll just tell you a few things about the fair here:

--the wind blew and it was chilly on Saturday. That probably discouraged some attendance and certainly discouraged some exhibitors, who had to scrounge rocks and blocks to hold down their displays.

--the attendance was better on Sunday...the weather was GORGEOUS. However, it was distributed throughout the fair site differently from Saturday. On Saturday many exhibitors were up on Pearl and 13th Streets, and of course there were choppers too. Thus, this area seemed to be best attended on Saturday. On Sunday, however, there was more activity on the Library Mall. Many of Saturday's Pearl and 13th Street exhibitors apparently decided not to return on Sunday, the stores were closed, and thus there were many empty spots in that area. But on the Mall, a number of really fun things were going on -- a carnival, musicians playing, folk dancing, the big dome. People appeared to be more interested in these "fun" things on Sunday than in the more serious environmental stuff over on Pearl Street.





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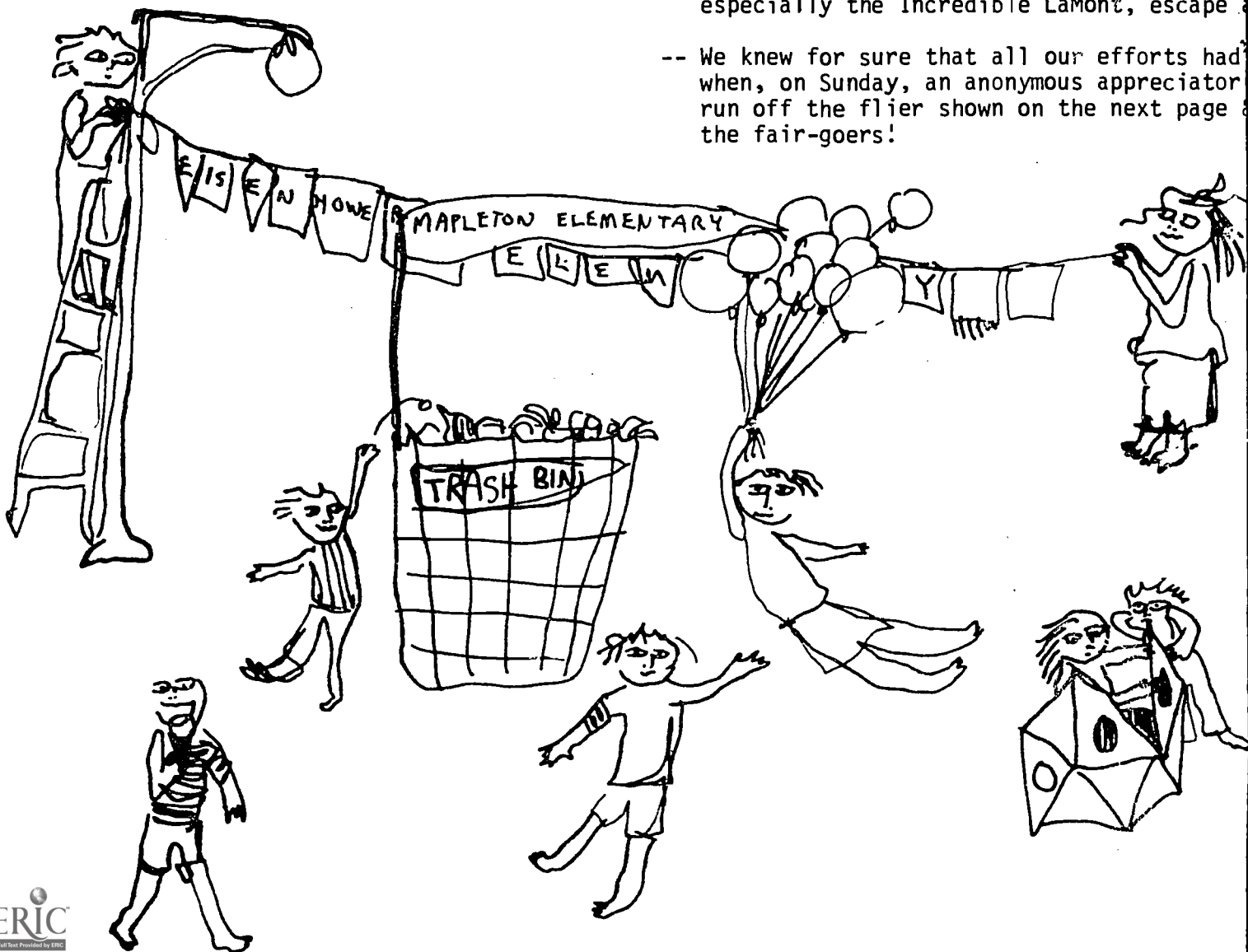
--the attendance was better on Sunday...the weather was GORGEOUS. However, it was distributed throughout the fair site differently from Saturday. On Saturday many exhibitors were up on Pearl and 13th Streets, and of course there were shoppers too. Thus, this area seemed to be best attended on Saturday. On Sunday, however, there was more activity on the Library Mall. Many of Saturday's Pearl and 13th Street exhibitors apparently decided not to return on Sunday, the stores were closed, and thus there were many empty spots in that area. But on the Mall, a number of really fun things were going on -- a carnival, musicians playing, folk dancing, the big dome. People appeared to be more interested in these "fun" things on Sunday than in the more serious environmental stuff over on Pearl Street.



-- the anti-way activities did seem to overshadow mental activities, especially on Sunday. of complaints about them. And they were attended activities.

-- the Saturday night show in the bandshell well--the audience consisted basically of huddled together under several blankets. The people who didn't go, though, missed especially the Incredible LaMont, escape

-- We knew for sure that all our efforts had when, on Sunday, an anonymous appreciator run off the flier shown on the next page the fair-goers!



- the anti-way activities did seem to overshadow the environmental activities, especially on Sunday. We got a number of complaints about them. And they were some of the best attended activities.
- the Saturday night show in the bandshell didn't go over too well--the audience consisted basically of a clump of people huddled together under several blankets. It was freeeezing! The people who didn't go, though, missed a terrific show-- especially the Incredible LaMont, escape artist!
- We knew for sure that all our efforts had not been in vain when, on Sunday, an anonymous appreciator took the trouble to run off the flier shown on the next page and pass it out to the fair-goers!



# BOULDER STREET MARKET!

WHY NOT HAVE A STREET MARKET  
EVERY SUNDAY - SAY 12 TO 7 PM BETWEEN  
PEARL + SPRUCE ON 13TH ST?

EVERYONE COULD BRING WHAT THEY MADE  
OR GREW TO SELL

NO RULES TO BEGIN WITH - PERHAPS IF  
COLOR TVS AND CARS STARTED BEING SOLD  
RULES COULD BE MADE.

JUST A FRIENDLY INFORMAL MARKET FOR  
THINGS TO USE OR EAT AND ENJOY.

TELL YOUR FRIENDS AND CITY COUNCIL  
YOU WANT TO TRY IT - ALL THAT IS

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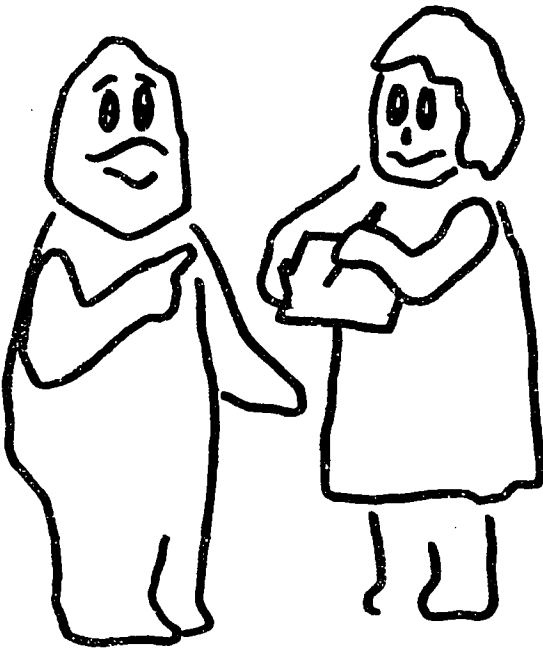
JUST A FRIENDLY INFORMAL MARKET FOR THINGS TO USE OR EAT AND ENJOY.

TELL YOUR FRIENDS AND CITY COUNCIL YOU WANT TO TRY IT - ALL THAT IS NEEDED IS PERMISSION TO BLOCK THE STREET AND A CLEANUP CREW - LET'S DO IT!



When asked in our post-fair evaluation how she felt at 8 o'clock Sunday evening when the fair was over, Louise replied, "Tired, bleary, dirty, hysterical, but good." And the next morning? "Philosophical--sort of empty, also."

# getting feedback



or

What People Thought  
of the Fair

We did not want to throw a fair and just drop it at that. Because we viewed the fair itself and the whole process leading up to it as an experiment--or rather a cluster of experiments--we thought it essential to gather some information about its success or failure. Hence, we developed a plan for evaluating Boulder Experiments.

## what we plan

### BOULDER EXPERIMENTS

#### EVALUATION AND FINAL REPORT

##### EVALUATION:

We plan to evaluate several aspects of the fair:

- 1) We plan to have a survey questionnaire to be filled out on site who visit the superblock area. The questions will probably be in the Likert scales, multiple choice, and perhaps one open-ended. They will be the visitor's reactions to the blocking off of downtown streets during the idea of the superblock in general, whether they would be more or less inclined than at present to shop in the downtown area if the superblock were realized, how frequently they shop in the downtown area at present.
- 2) We plan to have a survey questionnaire on the increased bus service the fair. As with the superblock, we will ask questions about reaction to the bus system on the particular days of the fair and possible use of improved service under various conditions in the future.
- 3) We plan to have a survey questionnaire dealing with reactions to the fair in general, perhaps including a rating of the "most interesting," "most interesting," etc., projects of the fair; a question about the areas in which the public would like to have more informational programs, news articles, etc., in the future; a question about complaints; and so forth.
- 4) We plan to involve some sociology classes from the schools in a selected sample of the Boulder population in which we will try to ascertain what kinds of people attended the fair and what kinds did not and the reasons for attendance or non-attendance.
- 5) The Boulder Experiments staff are keeping logs on their own experience preparing the fair; we are keeping files of our calendars, of meeting minutes, news articles, advertising, etc.; and we will interview volunteers who attended the fair after it is over.

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what we

Needless to say, the actual evaluation efforts that were made were somewhat different from the plans written on paper. We did conduct some of the surveys we had planned, we did not conduct some that we had planned, and we did conduct some we had not planned. And we did manage to collect a huge amount of information about reactions to the fair and the planning process by a wide variety of people in the community.

The data-gathering efforts we actual

165  
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ople in the community.

The data-gathering efforts we actually made included:

1) ON-SITE INTERVIEWS AT THE FAIR OF PEOPLE ATTENDING.

Students from two sociology classes at Boulder High School helped develop a questionnaire to guide their interviewing of people who attended the fair. So as to get a representative cross-section of opinions about the fair, the students doing the interviewing tried to pick a variety of fair attenders from the crowd to interview, though the sample cannot be said to be a true random sample. They wanted to find out what kinds of people came to the fair, what they thought of the fair as a whole, and what they thought of specific activities in the fair. The questions they asked included:

Question	1	2	3	4	5	6	7	8	9	10
1. What is your overall reaction to the Fair?										
a. positive	1	2	3	4	4	4	4	4	4	negat.
b. boring	1	2	3	4	4	4	4	4	4	interesti.
c. educational	1	2	3	4	4	4	4	4	4	not instructi.
d. ineffective	1	2	3	4	4	4	4	4	4	successful
e. enjoyable	1	2	3	4	4	4	4	4	4	no fun
f. well-organized	1	2	3	4	4	4	4	4	4	inefficient
g. useless	1	2	3	4	4	4	4	4	4	worthwhile
h. happy	1	2	3	4	4	4	4	4	4	sad
2. Why did you come to the Fair?										
— heard about it from friends										— read about
— heard about it from family										— saw poster
— heard about it on the radio										— other (p
3. With whom did you come to the Fair?										
— friends										
— parents										
— other family										
4a. What aspect of the Fair have you enjoyed the most?										
— closing of downtown streets										
— nature of exhibits and activities										
4b. What specific exhibit or activity have you enjoyed the most?										
5. What aspect of the Fair have you enjoyed the most?										
6a. Would you like to see a similar Fair?										
b. If no, why?										
If yes, are there any changes or a										
your occupation?										
age? (Age range,										

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c. educational	1	2	3	4	not instructi.
d. ineffective	1	2	3	4	successful
e. enjoyable	1	2	3	4	no fun
f. well-organized	1	2	3	4	inefficient
g. useless	1	2	3	4	worthwhile
h. happy	1	2	3	4	sad

2. Why did you come to the Fair? What attracted you?

heard about it from friends

heard about it from family

heard about it on the radio

read about it in the paper

saw posters advertising it

other (please specify) \_\_\_\_\_

3. With whom did you come to the Fair?

friends

parents

other family

alone

4a. What aspect of the Fair have you enjoyed the most?

closing of downtown streets

nature of exhibits and activities

variety of people attending

other (please specify) \_\_\_\_\_

4b. What specific exhibit or activity have you enjoyed the most? Why?

5. What aspect of the Fair have you enjoyed the least? Why?

6a. Would you like to see a similar Fair next year? yes \_\_\_ no \_\_\_

If no, why? \_\_\_\_\_

6b. If yes, are there any changes or additions you would like?  
your occupation? \_\_\_\_\_  
age? (Age range, if you prefer.) \_\_\_\_\_



## 2) POST-FAIR CRITIQUE BY SADMESS STAFF.

Before diving into the post-fair survey described above, we decided to take stock of our own thoughts and feelings about the fair and the process leading up to it. We could not bear even to think about the fair in the days immediately following it, but by Wednesday of the week after the fair, we began to feel like discussing it. Karen made up a looooooong questionnaire and handed it out. (Some of the 36 questions on it are shown in the box on this page.) We dispersed to quiet corners and began filling it in. After about a day and a half, Karen walked into the SADMESS room and complained, "Who made up this thing, anyway? I've been working on it for two days now and I'm still not finished!" We all glared at her and continued writing out our answers. These answers, and a couple of recorded group discussions based on some of the ideas and new questions stimulated by the questionnaire, got us started thinking about what we wanted to communicate to others in this book about our experience and what we wanted to ask people in the post-fair survey.

1. What, to you, was the best part of the fair?
2. What, to you, was the worst part of the fair?
3. What do you think was the best part of the fair attended? The worst part? Why?
4. What were the major (or the funniest, or the most exasperating) hassles you ran into during the fair? Were they expected or unexpected? Could they have been done to avoid them?
5. What aspect of the planning and preparation for the fair seemed to get you the most out of the fair? Why?
6. What were the three biggest problems or hassles for you in planning the fair? Why? Could anything have been done to make them go more smoothly?
7. What were some things that you wanted to do for the fair or wanted to do that didn't pan out? Why didn't they?
8. Would you do it again? Why or why not?
9. Would you do it differently? If so, how?
10. What were the five most important things you learned through the fair? Why? Could anything have been done to make them go more smoothly?
11. Did this experience help you meet your own personal objectives? If so, how? If not, why not?
12. What, to you, was the most unexpected thing that happened during the fair? Why? How did you feel about your working relationships with SADMESS and non-SADMESS) working on the fair?

diving into the post-fair survey described above, we decided to stock our own thoughts and feelings about the fair and the process leading up to it. We could not bear even to think about it for a few days in the days immediately following it, but by Wednesday of the week after the fair, we began to feel like discussing it. Karen handed out a looooooong questionnaire and handed it out. (Some of the questions on it are shown in the box on this page.) We disappeared to quiet corners and began filling it in. After about a day and a half, Karen walked into the SADMESS room and complained, "Who did this thing, anyway? I've been working on it for two days and I'm still not finished!" We all glared at her and continued writing out our answers. These answers, and a couple of re-group discussions based on some of the ideas and new questions stimulated by the questionnaire, got us started thinking about what we wanted to communicate to others in this book about the experience and what we wanted to ask people in the post-fair

1. What, to you, was the best part of the fair?
2. What, to you, was the worst part of the fair?
3. What do you think was the best part of the fair attended? The worst part? Why?
4. What were the major (or the funniest, or the most exasperating) hassles and problems you ran into during the fair? Were they expected or unexpected? Could anything have been done to avoid them?
5. What aspect of the planning and preparation for the fair seemed to go most smoothly for you? Why?
6. What were the three biggest problems or hassles for you in planning and preparing for the fair? Why? Could anything have been done to make them go more smoothly?
7. What were some things that you wanted to do for the fair or wanted to happen at the fair that didn't pan out? Why didn't they?
8. Would you do it again? Why or why not?
9. Would you do it differently? If so, how?
10. What were the five most important things you learned through the experience? Explain.
11. Did this experience help you meet your own personal objectives in participating? Explain.
12. What, to you, was the most unexpected thing that happened related to planning and preparations for, execution of, or follow up to the fair? Please elaborate--why was it unexpected? what was your reaction to it? was it positive or negative? what did you did you feel about your working relationships with various individuals and groups? (SADMESS and non-SADMESS) working on the fair?

### 3) POST-FAIR SURVEY OF PEOPLE INVOLVED IN PLANNING AND EXECUTION OF FAIR.

These included downtown businessmen, volunteers, exhibitors, SSEC and ERIC staff members, and members of the SADMESS and the BE Advisory Boards. The SADMESS students themselves conducted this survey during the three weeks following the fair. After a few days' rest to recuperate from the fair, we spent a couple of days designing a questionnaire, trying to make sure our questions got at the most important things. We divided up the tasks of administering the questionnaire and trekked out into the community once more. Some people we simply asked to fill out the questionnaire in writing; others we interviewed, using the questionnaire as our guide.

The interviewing experience, for most of us, was sorta depressing. We asked for criticism as well as compliments, and when that criticism came it was a bit hard to keep from being defensive and sit back listening openly and objectively to another person's viewpoint. It is especially hard, perhaps, to be open to criticism of your endeavors right after you have finished a project and have not yet "come down" from the hours of frantic, last-minute hard work and commitment. Nevertheless, we knew that if we wanted to get vivid reactions from Boulderites, we would have to talk to them while the fair was still fresh in their minds.

Some of the questions we asked were:

1. When did you first learn of Boulder Experiments?
2. How did you hear of Boulder Experiments?
3. What was your initial reaction to the idea of
4. What was your initial reaction to the way t
5. Why did you get involved in the fair?
6. Would you support a fair again?
8. What did you like best about the fa
9. What did you like least about the

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Some of the questions we asked were:

1. When did you first learn of Boulder Experiments?
2. How did you hear of Boulder Experiments?
3. What was your initial reaction to the idea of the fair?
4. What was your initial reaction to the way that the fair was organized?
5. Why did you get involved in the fair?
6. Would you support a fair again?
7. What did you like best about the fair?
8. What did you like least about the fair?
9. What did you like least about the fair?

4) ECONOMIC SURVEY OF DOWNTOWN BUSINESSES.

Right after the fair, several of Jim Davis' students in his economics class at the University conducted a survey to find out how the fair affected business in the downtown area. They wanted to know how downtown sales on the Boulder Experiments-Mother's Day weekend compared with Mother's Day weekend sales in previous years. They went to each store in the fair area and asked for their sales figures for Mother's Day weekend for this year and the past five years.

5) EXAMINATION OF PRE-FAIR RECORDS OF THE PLANNING PROCESS.

In addition to gathering information on reactions to Boulder Experiments and after the fair, the SADMESS staff kept occasional personal logs throughout the year, tape recorded many of its group discussions, and saved virtually every shred of paper, from scribbled notes to calendars to formal typewritten letters. Though sorting all this accumulated stuff has been somewhat of a headache, it has helped us reconstruct the process from beginning to end.

6) UNSOLICITED FEEDBACK ON THE FAIR AND THE PLANNING PROCESS.

A number of people wrote us letters or spoke to us after the fair with criticisms and compliments both. Also, there have appeared here and there some miscellaneous items which have given us indications of the Boulder Experiments--for instance, the mimeographed flier about the street fair (shown in "Getting All Together") was handed out to people at the fair by we-know-not-whom-but-we-thank-him-very-much-for-the-

7) SOMETHING THAT DIDN'T COME OFF.

In addition to all the above efforts at acquiring feedback, there was one thing that didn't come off--a head count of the BE bus riders. We had prepared drivers with little mimeographed sheets to fill out on each run. Unfortunately only four drivers rode their buses each run. From the look of the few that were filled out, it was clear that our own observations of the buses, not very many people, were the only ones as many as ride the regular Public Service buses.

As you can see, we weren't able to carry out our initial plans to conduct a "fancy" survey of a random sample of Boulderites, such as that described in our initial evaluation. This was certainly unfortunate, for such a survey would have given us some firmer data against which to measure the information garnered on our other surveys. We could have gotten an idea of what portions of the community actually attended the fair, why they did or didn't attend, what people (age, occupational status, sex, etc.) did and didn't attend the fair, what incentives were most important in getting different kinds of people to the fair, and so on. If we had gotten this kind of data, we might have been able to make some much better and more useful recommendations to others planning to put on similar community efforts.

URVEY OF DOWNTOWN BUSINESSES.

At the fair, several of Jim Davis' students in his economics class at City conducted a survey to find out how the fair affected business in the downtown area. They wanted to know how downtown sales on the Boulder Mother's Day weekend compared with Mother's Day weekend sales in other areas. They went to each store in the fair area and asked for their sales for Mother's Day weekend for this year and the past five years.

EXAMINATION OF PRE-FAIR RECORDS OF THE PLANNING PROCESS.

In addition to gathering information on reactions to Boulder Experiments during and after the fair, the SADMESS staff kept occasional personal logs throughout the year, tape recorded many of its group discussions, and saved virtually every scrap of paper, from scribbled notes to calendars to formal typewritten letters. Although sorting all this accumulated stuff has been somewhat of a headache, it has helped us reconstruct the process from beginning to end.

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A number of people wrote us letters or spoke to us after the fair, giving us criticisms and compliments both. Also, there have appeared here and there some miscellaneous items which have given us indications of the reception of Boulder Experiments--for instance, the mimeographed flier about having a weekly street fair (shown in "Getting All Together") was handed out the second day of the fair by we-know-not-whom-but-we-thank-him-very-much-for-the-compliment.

7) SOMETHING THAT DIDN'T COME OFF.

In addition to all the above efforts at acquiring feedback, we tried one thing that didn't come off--a head count of the BE bus riders. We furnished the bus drivers with little mimeographed sheets to fill out on the number of people who rode their buses each run. Unfortunately only four drivers remembered to fill out the forms. From the look of the few that were filled out, however, and from our own observations of the buses, not very many people rode the buses--not even as many as ride the regular Public Service buses.

In sum, we weren't able to carry out our initial plans to conduct a "fancy" post-fair survey of a random sample of Boulderites, such as that described in our initial evaluation plans. This is unfortunate, for such a survey would have given us some firmer data against which to compare the information garnered on our other surveys. We could have gotten an idea of what proportion of the community actually attended the fair, why they did or didn't attend, what kinds of people (by age, occupational status, sex, etc.) did and didn't attend the fair, what sorts of people were most important in getting different kinds of people to the fair, and so forth. If we had had this kind of data, we might have been able to make some much better and stronger recommendations to others planning to put on similar community efforts.

what e

Though the data from our surveys are really rather weak and undefinitive, we'd like on some of the results of the surveys here. We won't give all the figures, but we show some of the highlights, both good and bad.

### 1) WHAT THE PEOPLE WHO ATTENDED THE FAIR THOUGHT

Most of the people interviewed on-site during the fair considered the event a big success. Of the 181 people interviewed, 170 said they would like to see a similar

fair put on next year and only would not, with one person making a comment. The ratings given on the about overall reactions to the out like this:

What is your overall reaction to the Fair?					
positive	/ 95	/ 62	/ 14	/ 8	/ negative
boring	/ 7	/ 16	/ 60	/ 88	/ interesting
educational	/ 56	/ 59	/ 44	/ 16	/ not instructional
ineffective	/ 8	/ 28	/ 70	/ 58	/ successful
enjoyable	/ 101	/ 40	/ 18	/ 8	/ no fun
well-organized	/ 53	/ 58	/ 34	/ 20	/ inefficient
useless	/ 8	/ 12	/ 43	/ 104	/ worthwhile
happy	/ 113	/ 39	/ 11	/ 1	/ sad

(The totals do not all come out the same for each scale some people did not answer all questions.)

As you can see, we got very positive responses on positive/negative, enjoyable/no fun, useless/worthwhile, and happy/sad. We did not do so well on educational/not instructional and well-organized/inefficient,

though. We were a little disappointed so many people were not very excited about the educational value of the fair since one of our main purposes was educational. However, on the organization rating

what everyone thought

the data from our surveys are really rather weak and undefinitive, we'd like to pass on the results of the surveys here. We won't give all the figures, but we'd like to mention some of the highlights, both good and bad.

WHAT THE PEOPLE WHO ATTENDED THE FAIR THOUGHT

Of the people interviewed on-site during the fair considered the event a big success. Of the 181 people interviewed, 104 said they would like to see a similar

fair put on next year and only 10 said they would not, with one person making no comment. The ratings given on the question about overall reactions to the fair fell out like this:

What is your overall reaction to the Fair?						
positive	/ 95	/ 62	/ 14	/ 8	/	negative
boring	/ 7	/ 16	/ 60	/ 88	/	interesting
educational	/ 56	/ 59	/ 44	/ 16	/	not instructive
ineffective	/ 8	/ 28	/ 70	/ 58	/	successful
enjoyable	/ 101	/ 40	/ 18	/ 8	/	no fun
well-organized	/ 53	/ 58	/ 34	/ 20	/	inefficient
useless	/ 8	/ 12	/ 43	/ 104	/	worthwhile
happy	/ 113	/ 39	/ 11	/ 1	/	sad

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As you can see, we got very positive responses on positive/negative, enjoyable/no fun, useless/worthwhile, and happy/sad. We did so well on educational/not instructive and well-organized/inefficient,

though. We were a little disappointed that so many people were not very enthusiastic about the educational value of the fair, since one of our main purposes was education. However, on the organization rating, we were



not at all surprised--in fact, we would have rated ourselves more harshly on that count.

We discovered in looking over these ratings that you can't consider them hard and fast evidence of the success of the fair, though they do give a reasonable indication of how the people who attended felt about it. One problem with this data is that our tallies didn't add up right, so you have to say "give or take a few" after each figure given in the table. Also, probably sometimes the people filling out the form or answering the interviewers' spoken questions didn't really understand the question. For instance, we got a couple of forms on which the respondent said the fair was "no fun" in one question, but later on under subsequent questions indicated he'd had a great time, thought we should have another fair next year, etc.

You've got to remember, too, that these are answers only from people who actually went to the fair. And those people were not a typical cross-section of Boulder's population. Much as we'd wanted to make this fair for EVERYONE in Boulder, only certain kinds of people came: 144 of the 181 interviewed were 30 or under; a large number gave "student" as their occupation. (This, of course, could have resulted from the selective bias of the interviewers; however, from our own observations of the people at the fair, we'd guess that the majority of the people attending were young and not very "straight.")

When asked what attracted them to the fair, we found that all the channels of publicity that we had used had had some effect. There were more than 181 responses, since some people had heard of the fair from more than one source:

<u>81</u>	heard about it from friends
<u>34</u>	heard about it from family
<u>50</u>	saw posters advertising
<u>21</u>	heard about it on the radio
<u>50</u>	read about it in the newspaper
<u>52</u>	found out from some other source (many in this category were "drop in" business they'd driven past the town area and seen that thing was going on, then seen the dome near the town and stopped to look at it)

Most people came to the fair with or by themselves (61). But 15 with their parents and 35 with other family members.

## 2) WHAT THE PEOPLE WHO WORKED ON THE FAIR THOUGHT

We won't go into all the nitty-gritty of the post-fair survey of a sample of people who were directly involved in the preparation, and execution of the fair. That would take too long and probably boring to most people. (Though happy to furnish copies of our report to anyone interested.)

The most interesting and telling questions from our point of view, were to the following questions:

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Most people came to the fair with friends (67)  
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The most interesting and telling responses,  
from our point of view, were to the fol-  
lowing questions:

What did you think of the plans for the fair during each of the following

	Unclear or no response	Very Positive	Positive	Neutral	Negative	V N
December to April 1	4	8	20	20	8	
April 1 to May 12	6	11	26	10	10	
During fair	6	9	22	10	11	
After fair	7	6	16	18	11	

Total responses =

As you can see, we started out with a pretty blah image--opinions were spread across the board, though inclined somewhat toward the positive end. Then as the fair approached, opinions of our capabilities and organization improved. This was probably in great part due to the inspiration and trepidation instilled in us by the Downtown Businessmen's Association--at their bidding we really began to shape up on our planning and arrangements, and this undoubtedly gave a boost to our self-confidence and, hence, our public image. During the fair, apparently, people who worked with us began to have second thoughts--it was a pretty chaotic event in many ways, and great gaps and foul-ups glared blatantly where our own planning failed us or people who had made "firm" commitments did not come

through. (We learned an awful the meaning of "firm commitment" this experience.) Finally, after the fair started, our image grew even worse than started.

Even so most of the responses are in the center of the range, leaning only slightly--towards the positive end. At least we can rest easy knowing we did not do an exceptionally lousy job of planning, though we can't claim to have done a top-notch job like nothing Boulder's experienced before. The latter is what we spent too much time dreaming about and not enough time working on.

The responses to the question about whether we feel a little more encouraged about the success of the fair than did the

What did you think of the plans for the fair during each of the following periods?

	Unclear or no response	Very Positive	Positive	Neutral	Negative	Very Negative
December to April 1	4	8	20	20	8	2
April 1 to May 12	6	11	26	10	10	0
During fair	6	9	22	10	11	4
After fair	7	6	16	18	11	4

Total responses = 62

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 do an exceptionally lousy job of it,  
 though we can't claim to have done a bang-  
 up job like nothing Boulder's ever ex-  
 perienced before. The latter is, of course,  
 what we spent too much time dreaming of  
 doing and not enough time working at doing.

The responses to the question below made us  
 feel a little more encouraged about the  
 success of the fair than did those to the

question described previously, about our organization (or lack of it).

Would you support a fair again?

23 a. Yes  
4 b. No  
32\* c. Yes, IF: (check one or more of the following)

26 Better planning and organization, including starting earlier  
5 Different location  
6 Different date  
12 More variety  
7 A more specific focus on the community and environment  
6 Less political  
5 Other  
3 No response or unclear response

\*Some people checked more than one box blank under c.

We felt that this was overwhelming demonstration that some kind of community fair was a good idea and would be able to find support in the future. However, you will note that the 26 responses in favor of "better planning and organization" reinforce what we learned in the previous question.

Thus, we can't emphasize enough to anyone planning to take on such a project: really work hard at developing an ef-

ficient, smooth-running, easy organization peopled with competent, rough, realistically self-conscious, flexible, responsible members mean you have to set up a bureaucracy quite the contrary: on a project like this you need an organization that is instantly responsive and mallable. It does mean, though, that your organization has to be clearheaded and realistic about what it can accomplish with the least amount of confusion, last-minute frantic flare-ups, and disappointment.

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be clearheaded and realistic about how much  
it can accomplish with the least amount of  
confusion, last-minute frantics, temper  
flare-ups, and disappointments.

### 3) HOW THE FAIR AFFECTED DOWNTOWN BUSINESS

We really don't know how the fair affected downtown business--as you can see in the report of the economic survey done by Davis's students below:

The analysis of business' reactions to Boulder Experiments Environmental Fair has been limited by two factors: a) the inability of many firms to supply sales figures and/or comments, and b) a major extra variable: the downtown antiwar demonstration.

We must essentially disregard the analysis on the basis of sales figures, as only about 60 affected businesses supplied this information. Therefore, we are forced to consider the analysis in the light of subjective evaluations. The evaluations were made by managers or owners when possible, or otherwise through other personnel. The evaluations fall roughly into three categories: that the fair was beneficial, that it was harmful, and that the fair had no apparent effect on business.

Those whose business fared better than usual or better than at this time last year or in previous years included:

Boulder Human Arts Shop and Gallery	Cottrell's
The Quartermaster Government Surplus	The Stage
The Cotangent	Stage House II
The Candle Shop	Galeria Equitoriana

Those whose business was less profitable than usual or less profitable than at last year or in previous years included:

Aber's Music City	Carl's Hobby Shop
Brooks-Fauber	Valentine's
Pat's Booterie	Candy
Crowder's Jewelry and Gifts	Kahn's
Woolworth's	Conoco
China Jones	Aquarium Shop
Glen's Photo and Hallmark Shop	Sundance Company America
Durr's Fabrics	Indian Arts

Those whose business showed neither significant gain nor loss included:

Pro-Mat Paints	Orangutang
Yarn Boutique	Firestone
Express Press	Photography by Hans
Bartlett's	The Printed Page
Octopus Waterbeds	Cook Pain
Raven Bookstore	Aristocrat Steak House
The Letterhead	Boulder Arts and Crafts
Boulder Valley Folk Arts Fellowship	Smith Shoe Company

## THE FAIR AFFECTED DOWNTOWN BUSINESS

Many don't know how the fair affected  
own business--as you can see in the

report of the economic survey done by Jim  
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Analysis of business' reactions to Boulder Experiments Environmental Fair held May 12-13  
dictated by two factors: a) the inability of unwillingness of many firms to supply needed  
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Do not essentially disregard the analysis on the basis of sales figures, as only five of  
60 affected businesses supplied this information. Therefore, we are forced to  
re-evaluate the analysis in the light of subjective evaluations. The evaluations were made  
by managers or owners when possible, or otherwise through other personnel. The evaluations  
fall roughly into three categories: that the fair was beneficial, that it was harmful, and  
that the fair had no apparent effect on business.

Businesses whose business fared better than usual or better than at this time last year or in  
previous years included:

Boulder Human Arts Shop and Gallery  
The Quartermaster Government Surplus  
The Cotangent  
The Candle Shop

Cottrell's  
The Stage  
Stage House II  
Galeria Equitoriana

Businesses whose business was less profitable than usual or less profitable than at this time  
last year or in previous years included:

Aber's Music City  
Brooks-Fauber  
Pat's Booterie  
Crowder's Jewelry and Gifts  
Woolworth's  
China Jones  
Glen's Photo and Hallmark Shop  
Durr's Fabrics

Carl's Hobby Shop  
Valentine's  
Candy  
Kahn's  
Conoco  
Aquarium Shop  
Sundance Company American  
Indian Arts

Businesses whose business showed neither significant gain nor loss included:

Pro-Mat Paints  
Yarn Boutique  
Express Press  
Bartlett's  
Octopus Waterbeds  
Raven Bookstore  
Letterhead

Orangutang  
Firestone  
Photography by Hans  
The Printed Page  
Cook Pain  
Aristocrat Steak House  
Boulder Arts and Crafts  
Smith Shoe Company



A proportionately large number of businesses in the positive range carry merchandise in the arts-and-crafts or gift variety, accounting perhaps in part for their greater sales in the days prior to Mother's Day. However, Cottrell's (the Man's Store) also reported increased sales volume, as did the Cotangent (a youth-oriented clothing place) and Quartermaster Government Surplus. Increased walk-in volume was repeatedly cited as a probable factor. Although Cottrell's experienced good sales, the manager detailed dissatisfaction with the fair itself, saying he considered it disorganized and incoherent. Notably, Boulder Human Arts Shop and Gallery experienced a 500-600 percent increase in sales.

Those who felt the fair adversely affected their businesses consistently cited anti-war demonstrations earlier in the week and political incorporation in the fair itself as negative factors. Mr. Wattles of Pat's Booterie termed the fair's effect "disastrous." He allowed that everyone has his own political views, but added that he doesn't want his expressed in front of his store on Pearl Street. Mrs. China Jones was repelled by the commerciality of many of the booths. Significantly, perhaps, few of the negative-impact businesses carry items primarily appropriate for gift-giving on Mother's Day.

Those whose businesses were not affected significantly in either direction expressed various viewpoints. Octopus Waterbeds' spokesman said that his sales did not directly increase during the fair, but there was so much more walk-in traffic than usual that he is confident that future sales will result from the increased exposure. Photographed by Hans' spokesman indicated that net business was not affected, but more appointments than usual had been cancelled, possibly because of fear of demonstrations in the area. Mr. Rob Smith of Smith Shoe Company expressed great dismay that the number of booths had been cut drastically from the proposed 85 to something like 17 [sic]. He said that this indicated to him that there had been a lack of firm commitment to Boulder Experiments, a greater number of the exhibits and booths than the Downtown Businessmen's Association had been led to assume. He spoke for many of the businesses surveyed when he said he would not approve of another fair in the six-block area next year or any other time unless it was more highly organized. He also acknowledged that the timing of President Nixon's announcement of the Vietnam War escalation was unfortunate.

We recommend that in addition to a stronger commitment policy for tighter organization, Boulder Experiments secure far in advance the cooperation of every business directly involved in future mall projects. We believe that the malling of streets is a worthwhile undertaking in itself for the novelty of the idea and therefore, hopefully, for increased business. But there is a larger concern here. Successful malling with interesting and profitable attractions increases the public's receptivity to the mall concept in urban districts--a practical step forward in the struggle in which Boulder has already emerged as a leader--the struggle to regain man's harmony with the environment.

Rebecca English  
Robert Glossbuner  
Connie Bach  
Julie Lynch  
John Klintz

for

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Rebecca English  
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Connie Bach  
Julie Lynch  
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for Jim Davis

#### 4) YOU CAN'T PLEASE ALL OF THE PEOPLE ALL OF THE TIME

Perhaps the one lesson we learned better than any other from the information we gathered in our surveys was that EVERYONE SEES THE WORLD FROM A SLIGHTLY DIFFERENT ANGLE. Just look at some of the comments we found on the questionnaires:

##### • ON THE ATMOSPHERE

Liked most\*: "Atmosphere."  
Liked least\*: "The hippie atmosphere at the fair."  
Liked most: "...relaxed atmosphere."  
Liked most: "Friendly atmosphere..."

##### • ON ATTENDANCE

Liked least: "Disappointed that more people didn't come."  
Liked most: "The fact that the attendance was better than I expected."  
Liked least: "Crowds, too noisy."  
Liked least: "Not enough people."

##### • ON PARTICIPATION BY A CROSS-SECTION OF THE COMMUNITY

Liked most: "Involvement of total community."  
Liked least: "The lack of participation by citizens."  
Liked least: "That very few downtown merchants actually participated..."  
Liked most: "Cross-age, cross-profession, business participation."

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\*These comments were taken from questions in the surveys asking "What did you like most about the fair? least about it? What changes would you suggest?"

Liked least: "The type of people to...fair and advertising did wrong."

Liked most: "Participation of a spectrum of community..."

Liked least: "It brings the wrong of people downtown."

Liked most: "Exciting--the people"

Liked least: "Too many uptight"

Liked least: "All of the hippie"

Liked least: "Pushy salesmen."

Liked least: "Lack of neat dress"

Liked least: "The negative attitude of the Boulder merchants."

Liked least: "Too many hippies are in this town."

Liked least: "The Cops (marshals)"

Liked least: "The 'Old Men.'"

Suggested change: "Involve seniors"

##### • ON SELLING

Suggested change: "...less money and products..."

Liked least: "Not being able to sell goods."

Suggested change: "Have no sales tax"

Suggested change: "Permit craft people to sell."

Suggested change: "Should sell more"

Suggested change: "Free food."

Suggested change: "Free everything"

##### • ON VARIETY AND REPRESENTATIVENESS OF ACTIVITIES

Liked most: "The variety of interesting small efforts..."

Suggested change: "More variety"

Liked least: "The limitation to economic groups; not enough representation"

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Liked least: "The type of people appealed to...fair and advertising directed wrong."

Liked most: "Participation of a wide spectrum of community..."

Liked least: "It brings the wrong kind of people downtown."

Liked most: "Exciting--the people."

Liked least: "Too many uptight people."

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Liked least: "Pushy salesmen."

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Liked least: "The 'Old Men.'"

Suggested change: "Involve senior citizens."

## • ON SELLING

Suggested change: "...less money projects..."

Liked least: "Not being able to buy or sell goods."

Suggested change: "Have no sales..."

Suggested change: "Permit craftsmen to sell."

Suggested change: "Should sell beer."

Suggested change: "Free food."

Suggested change: "Free everything."

## • ON VARIETY AND REPRESENTATIVENESS OF EXHIBITS

Liked most: "The variety of interesting small efforts..."

Suggested change: "More variety..."

Liked least: "The limitation to non-economic groups; not enough re-

presentation from opposing viewpoints."

Complaint during fair at HQ: "Why are you letting a fraud like Mazda participate in an environmental fair?"

Liked least: "There was nothing forward about it; it seemed like going back to the caveman and do-it-yourself. The Mazda was the only forward looking thing."

Liked least: "Probably some of the exhibits that promote products."

Liked most: "The Coors exhibit; it was very educational."

Liked least: "The Coors aluminum display because I think it is a big show they put on so people will think they are ecological."

Suggested change: "More love needed and spiritual values."

• ON WORKING WITH THE B.E. STAFF

Liked most: "Working with you."

Liked least: "Shabby treatment of volunteers by B.E. staff."

• ON THE EXTENT OF THE FAIR

Liked least: "Too spread out."

Suggested change: "Larger, close more streets."

Suggested change: "Make it more concentrated."

Suggested change: "Make it bigger."

Suggested change: "Perhaps narrower range of exhibits and activities--things seemed to be spread a little thin."

Liked least: "Not enough streets closed."

Suggested change: "More exhibits."

Liked least: "I was disappointed that during the fair anybody who wanted to set up a 'booth' could do so."

• ON POLITICAL (i.e., WAR/PEACE AND EXHIBITS

Liked most: "Viet Nam picture"

Liked least: "Emphasis on Vietnam"

Liked most: "Anti-war display"

Liked least: "The politics."

Liked most: "Political petition"

Liked least: "Draft counsel"

I think they are using the draft people."

Liked least: "Attempt to turn the concept into something less than political extremists to handle. Some of the exhibit fair felt we were being tricked participating and being involved with political thinking which was (and is) un-American."

• ON ACTIVE INVOLVEMENT OF PEOPLE

Liked most: "Craft people learn to work with their media--communication opportunities."

Suggested change: "Not enough of crafts, etc."

Liked most: "Do-it-yourself"

Suggested change: "...have more demonstrations, more things that involve people."

Liked most: "Folk dancing--mass participation."

Suggested change: "Active evaluation"

• ON THE DOME

Liked most: "The Dome..."

Liked least: "The Dome..."

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I think they are using the fair to re-  
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Liked least: "Attempt to turn an excellent  
concept into something less by allowing  
political extremists to hawk their  
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with political thinking which to us  
was (and is) un-American."

#### • ON ACTIVE INVOLVEMENT OF PEOPLE WHO ATTEND

Liked most: "Craft people letting viewers  
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opportunities."

Suggested change: "Not enough teaching  
of crafts, etc."

Liked most: "Do-it-yourself exhibits."

Suggested change: "...have more demon-  
strations, more things that will in-  
volve people."

Liked most: "Folk dancing--because of  
mass participation."

Suggested change: "Active events."

#### • ON THE DOME

Liked most: "The Dome..."

Liked least: "The Dome..."

- ON THE CARNIVAL

Liked least: "Carnival."  
Liked most: "The Carnival area."

- ON THE MUSIC

Liked most: "The music..."  
Liked least: "Needs music."  
Suggested change: "Live music."  
Like most: "The singing groups."

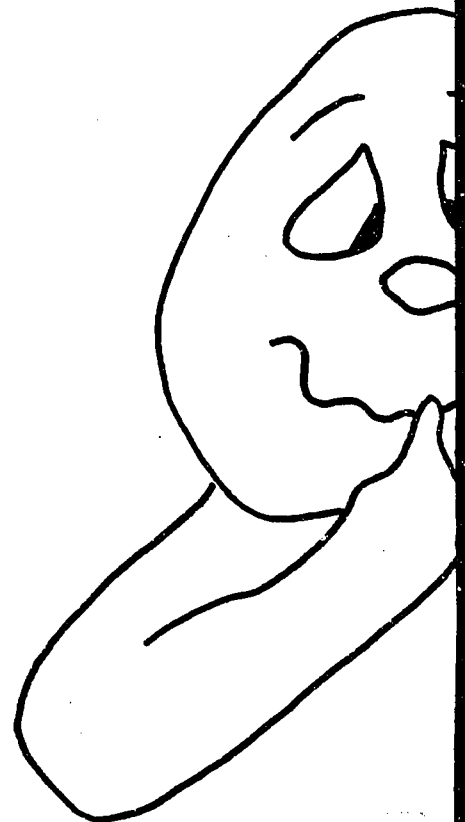
- ON THE FOOD

Liked least: "Having no food around."  
Liked most: "Food house."  
Liked least: "Food business."  
Liked most: "Organic foods; until fair  
I didn't know anything about organic  
foods."  
Liked least: "It was very unbusinesslike,  
and why the selling of food? The  
people selling the cookies looked  
dirty and the cookies were unwrapped.  
This is against all health laws and  
this was called health food! The  
people running the fair slipped to  
let people like that in."

- IN GENERAL

Liked least: "Nothing."  
Liked least: "There ain't nothin' to it."

BUT EVEN IF YOU CAN'T PLEASE ALL OF THE  
PEOPLE ALL OF THE TIME, you can try to  
please a lot of the people for a short  
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5) WHAT THE SADMESS STAFF ITSELF THOUGHT OF ITS EFFORTS

The following are some of the comments and information collected from the evaluation

questionnaire we all filled out week after the fair.

WOULD YOU DO IT AGAIN? WHY OR WHY NOT?

"Yes, because it would be satisfying to do it in a better way."

"No, too complicated."

"I probably would work on another project of similar scope, mostly because it makes me feel that what I am doing is important."

"No, not unless I wasn't going to school and making more money. Because I nearly blew my head many times trying to get all the things I had to do done and payed for."

"Yes, but not immediately because I'm tired. I'd do it because it's a good idea and it's fun."

"Maybe--if I had a big role in it working with people I dug and they could organize something well."

"Perhaps, under different circumstances."

"Yes, I like getting involved in community, organizing, planning, and cutting an idea."

"Perhaps, but very differently. I learn a lot and there were many good learning moments--though not enough."

"I might not, but I think it should be done again and again. The good feedback among people was very rewarding. The community needs more such joint activities."

HOW DID YOU FEEL ABOUT THE VARIOUS NON-SADMESS INDIVIDUALS AND GROUPS YOU WORKED WITH?

"No feelings--OK."

"Public schools--frustrated with lack of cooperation on junior marshals."

"Public schools--fairly nice."

"Schools very helpful."

"BVPS--generally nice enough, but rarely went out of their way to help. Teacher consultants were not helpful."

"School administration--fine, but no contribution."

THE SADMESS STAFF ITSELF THOUGHT OF ITS EFFORTS

Following are some of the comments and information collected from the evaluation

questionnaire we all filled out about a week after the fair.

WOULD YOU DO IT AGAIN? WHY OR WHY NOT?

Yes, because it would be satisfying to do it in a better way."

"Maybe--if I had a big role in it and was working with people I dug and thought we could organize something well."

No, too complicated."

"Perhaps, under different circumstances."

Probably would work on another project of similar scope, mostly because it makes me feel that what I am doing is important."

"Yes, I like getting involved in the community, organizing, planning, and executing an idea."

No, not unless I wasn't going to school and making more money. Because I nearly blew my head many times trying to get all the things I had to do done and payed for."

"Perhaps, but very differently. I did learn a lot and there were many gratifying moments--though not enough perhaps."

Yes, but not immediately because I'm tired. I'd do it because it's a good idea and it's fun."

"I might not, but I think it should be done again and again. The good feeling among people was very rewarding. The community needs more such joint activity."

DID YOU FEEL ABOUT THE VARIOUS NON-SADMESS INDIVIDUALS AND GROUPS YOU WORKED WITH?

Good feelings--OK."

"BVPS--generally nice enough, but only rarely went out of their way to help. Teacher consultants were not help at all."

Public schools--frustrated with lack of cooperation on junior marshals."

"School administration--fine, but minimal contribution."

Public schools--fairly nice."

Schools very helpful."

"SSEC and ERIC staff--I was amazed at how willing everyone was to help."

"SSEC and ERIC staff--highly supportive."

"The ERIC and SSEC staffs were very cooperative and worked hard."

"SSEC and ERIC--outstanding."

"SSEC and ERIC overall were really great in pitching in at last minute--especially the Teacher Associates; got mad at one of the staff members, but that's not unusual."

"SSEC and ERIC--some individuals really came through, essential."

"Volunteers--those who did help went out of their way and were great."

"Volunteers were good but not reliable."

"Volunteers seemed to work hard and were pretty responsible."

"Volunteers--interested but mostly not committed."

"Volunteers--it always pleasantly surprises me when anyone volunteers to do anything! Debbie, Kit, Dixie really knocked themselves out for us."

"Volunteers: same as SSEC and ERIC--some individuals really came through."

"I felt really good when we hired Rifkin and Hodes. I'm sure without them the fair wouldn't have happened because we were all tiring from the battle and they came and got things going again."

"Exhibitors were okay, I guess; at least we got plenty of participation."

"Exhibitors--surprised me that so many 'respectable' ones failed to show up;

amused at Dow Chemical's last cancellation, in view of the demonstrations during the week.

"The exhibitors weren't clear except behind the fair."

"Exhibitors--mostly interested."

"I was really ticked off at who didn't show."

"Businessmen--could have hoped."

"Downtown businessmen--a few others weren't."

"Downtown businessmen--some poor."

"Many of the businessmen are right--Jay Tracey's far out!"

The businessmen were cautious, supportive and then disappointed."

"Businessmen--Oh my! I'll never understand the conservative business world. But Tracey was great, amazing! All in all, though, uncomfortable around most 'businessmen'."

"City and county officials--really cooperative."

"City and county--cautious."

"City--Bob Sample really did his way to help."

"County--unpleasant incident at the courthouse lawn left sour my mouth."

"City and county--cooperative contribution."

SEC and ERIC staff--I was amazed at willing everyone was to help."

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amused at Dow Chemical's last minute cancellation, in view of the antiwar demonstrations during the week before."

"The exhibitors weren't clear on the concept behind the fair."

"Exhibitors--mostly interested in publicity."

"I was really ticked off at the exhibitors who didn't show."

"Businessmen--could have hoped for more."

"Downtown businessmen--a few were great, others weren't."

"Downtown businessmen--some great, some poor."

"Many of the businessmen are pretty all right--Jay Tracey's far out!"

The businessmen were cautious, but supportive and then disappointed."

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"City and county--cautious."

"City--Bob Sample really did go out of his way to help."

"County--unpleasant incident over use of the courthouse lawn left sour taste in my mouth."

"City and county--cooperative, but minimal contribution."

"Advisory Boards--not much real help beyond moral support."

"Advisory Board members were interested but uninvolved, skeptical."

"Advisory Boards--didn't do much. Brad Leach's early enthusiasm pleasantly surprised me."

"Advisory Boards--a couple of members really helped, otherwise not much."

"The people who attended the fair were really nice."

"The School administration, city and county officials, and DT Business were, in the end, a detriment. and ERIC staff were tremendous. Exhibitors and volunteers were depending on how we used them. and BE Advisory Boards did little because we didn't try hard enough to get them involved."

OVERALL, HOW WOULD YOU RATE THE PLANNING AND PREPARATION PHASE OF THE FAIR?

Bad	/	X/X	X X/X	X /X	XXX X/X	/	Good				
Continuously a Hassle	/X	X	X/	XX XXXX XX	/X	X	/	Occasionally a Hassle			
Not Fun	/X	X/X		/ X X	X/X	X/X	XX	X/	Fun		
Dull	/	X/		X/X	X	/	X	XX/XX	X	X/	Interesting
Too Much Work	/		XXX X	XX X/X	XX /X		X/				Too Little Work
Efficient	/		/		XXX XX	XXX	/	X	XX/		Inefficient
Instructive	/XX	X	X/X	XXX	X/	X	X	X		/	Not Instructive

HOW DID YOU FEEL ABOUT WORKING RELATIONS AMONG OUR OWN SADMESS STAFF?

Things you didn't like:

"Took too long to get something done."  
 "Communication was often very poor."

"There was a lot of duplicated effort and things not getting done at all."

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 & moral support."  
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OVERALL, HOW WOULD YOU RATE THE PLANNING AND PREPARATION PHASE OF THE FAIR?

Bad	/	X/X	X X/X	X /X	XXX X/X	/	Good			
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Not Fun	/X	X/X	/	X X	X/X	X/X	XX	X/	Fun	
Dull	/	X/	X/X	X	/	X	XX/XX	X	X/	Interesting
Too Much Work	/	XX/X	X	XX	X/X	X/	/	/	Too Little Work	
Efficient	/	/	/	XXX XXX	XXX	/	X	XX/	Inefficient	
Instructive	/XX	X	X/X	XXX	X/	X	X	X/	Not Instructive	

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 "It took too long to get something done."  
 "Communication was often very poor."

"There was a lot of duplication of  
 effort and things not getting done  
 at all."

"You always get tired of the people you work with."

"Too many subtle hassles, not out in the open; many concerning lazy individuals."

"Conflicts between BE staff and School-book staff."

"Too much getting shoved from one person to another on tasks--'I don't know, ask...I don't know, ask...'"

"Unequal distribution of tasks."

"The lack of communication which led to a duplication of efforts and

multiple contacts with the people."

"Steve M. was frequently too of a con artist with the rest of staff."

"Steve H. has too many good ideas at several points I got tired of his creativity and just wanted to carry out his ideas."

"Jon didn't really buckle down late in the game."

"The difficulty in getting a handle on the need for organization."

#### Things you did like:

"Although nerves frazzled, we kept our cool generally."

"Everyone seemed very willing to help out and give advice (asked for or otherwise) whenever a problem came up."

"It was always relaxed and open and honest."

"A lot of good people working hard and together."

"Got to know some people better."

"Willingness to work."

"Cooperation and division of labor."

"Janey really blossomed."

"Jon finally did come through."

"Steve M's faith frequently kept us going at low points."

"Steve H. and Rifkin just VOLUNTEERED out of the blue!"

"Allan really was conscientious."

"Generally, a happy time at the end of the day."

#### WHAT WERE THE FIVE MOST IMPORTANT THINGS YOU LEARNED THROUGH THE EXPERIENCE--THE PROCESS?

##### The "Kids":

"About people."

"About planning and execution."

"Legal hassles."

"More things to consider than one thought originally."

"General info about how to approach people."

"Delegating responsibilities--several times when I had to ask someone, 'Look, I can't do myself.'"

"I learned a lot about power, especially from the dealings with the staff and my personal experience."

always get tired of the people you work with."  
 too many subtle hassles, not out in the open; many concerning lazy individuals."  
 conflicts between BE staff and School-book staff."  
 too much getting shoved from one person to another on tasks--'I don't know, ask...I don't know, ask...'"  
 unequal distribution of tasks."  
 the lack of communication which led to a duplication of efforts and

multiple contacts with the same people."  
 "Steve M. was frequently too much of a con artist with the rest of the staff."  
 "Steve H. has too many good ideas--at several points I got tired of his creativity and just wanted him to carry out his ideas."  
 "Jon didn't really buckle down till late in the game."  
 "The difficulty in getting a sense of the need for organization."

things you did like:

though nerves frazzled, we kept our cool generally."  
 everyone seemed very willing to help out and give advice (asked for or otherwise) whenever a problem came up."  
 it was always relaxed and open and honest."  
 a lot of good people working hard and together."  
 not to know some people better."

"Willingness to work."  
 "Cooperation and division of labor."  
 "Janey really blossomed."  
 "Jon finally did come through."  
 "Steve M's faith frequently kept us going at low points."  
 "Steve H. and Rifkin just VOLUNTEERED out of the blue!"  
 "Allan really was conscientious."  
 "Generally, a happy time at the fair."

WERE THE FIVE MOST IMPORTANT THINGS YOU LEARNED THROUGH THE EXPERIENCE--THE WHOLE EXPERIENCE?

Kids":

about people."  
 about planning and execution."  
 about legal hassles."  
 more things to consider than one thought originally."  
 information about how to approach people."

"Delegating responsibilities--there came several times when I had to say to someone, 'Look, I can't do all this by myself.'"  
 "I learned a lot about power, specifically from the dealings with the DBA and my personal experience with Jr."



Marshal applications and the school district."

"A very basic course in how not to be organized."

"I learned that people in high places are easier to deal with than minor bureaucrats--learned this from talking to them."

"I learned some of my limits--all the time."

"I learned how unseriously people take high school kids."

"I learned what difference there was between my friends and me."

#### The "Gr'ups":

"My learning involved people: young people do not see ahead but deal with the immediate situation. This was clear when Steve said on May 11 he finally realized what a big undertaking the fair was. It was then clear to me why he was not as worried about the fair as the professional staff."

"I learned an awful lot about Boulder, who's who, how the city is run, etc."

"I learned really a lot about power and influence--Boulder's power structure and our own group's interpersonal influence network. Stuff I knew intellectually already but still had to learn emotionally--

"I learned a lot about how I can live my life what I want it to be gaining confidence."

"Relations to people."

"Keeping my head (especially during crisis)."

"Organizing."

"Having fun while it happens."

"You can pull things off."

"Can't really think of anything better basically I think I could be better organized now."

"I don't know."

in the gut, sorta."

"I didn't learn much about environmental problems."

"This is hard to answer."

"The complexity of planning for an undertaking."

"Difficulty of working with high school students who seemed less concerned about organization."

"Need to help students learn how to get through on a set of contacts that is beginning to end."

"Allow enough time, particularly for motion."

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frict."

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organized."

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bureaucrats--learned this from talking  
to them."

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network. Stuff I knew intellectually  
ready but still had to learn emotionally--

"I learned a lot about how I can make  
my life what I want it to be by  
gaining confidence."

"Relations to people."

"Keeping my head (especially during the  
crisis)."

"Organizing."

"Having fun while it happens."

"You can pull things off."

"Can't really think of anything--  
basically I think I could be a little  
better organized now."

"I don't know."

in the gut, sorta."

"I didn't learn much about environmental  
problems."

"This is hard to answer."

"The complexity of planning for such an  
undertaking."

"Difficulty of working with high school  
students who seemed less concerned  
about organization."

"Need to help students learn how to follow  
through on a set of contacts from be-  
ginning to end."

"Allow enough time, particularly for pro-  
motion."

IF YOU WERE GIVING ADVICE IN THE FORM OF "DO's" AND "DON'T'S" TO SOMEONE ELSE PLANNING TO PUT ON A SIMILAR EVENT, WHAT WOULD THAT ADVICE BE?

"Make sure that you have good organization."

"Don't run around like a chicken with its head cut off, you get a lot more done that way." (SIC)

"DON'T--ha, ha! Don't forget to tell everyone till the last minute. Be VERY organized--everything fits under that."

"DO start in advance. DON'T trust any public official. DO get a 'ton' of publicity. DON'T count on anything."

"?"

"Lay down more structured guidelines at an earlier point, but be open to well organized and coordinated flexibilities."

"Contact local 'power' groups early. Keep plans to realistic scale."

Clearly define focus. Work with dependable people. Check and double-check commitments--and then again. Control international politics so they will not interfere with your plans."

"DO make plans, commitments, etc., tight one month before event. Early publicity. Clearly organize and divide up tasks and stick to it. DON'T wait till the last minute to get necessary permissions. Get permissions early and then include permission granters in planning."

"Do more critical planning and specifying of what the fair is. Don't try to do too much. Take more time, allow at least a month for advertising. Get organized sooner and have people responsible to check up on others."

**the end**

