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.
The project reported herein was conducted pursuant to a grant from the Office of Education, U. S. Department of Health, Education, and Welfare. Contractors undertaking such projects under Government sponsorship are encouraged to express freely their professional judgment in the conduct of the project. Points of view or opinions stated do not, therefore, necessarily represent official Office of Education position or policy.

REPRODUCTION IN WHOLE OR IN PART IS STRICTLY ENCOURAGED.
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.
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 contains those guidelines. We and teachers around the country book not only fun reading, but a useful suggestions and hints -- out of the classroom and into the Many people had a hand in book, including most of the SAD like to single out just a few tion. Janey Brunton, one of them spent a great deal of her time of 1972 culling piles of notations of the Scrapbook. Connie with the sorting and writing stage. Karen Wiley took what done and shaped it into a book which then had to be drastically and economically feasible length. Staff read this second draft and ful comments--especially Sharon Haley. Finally, Ellen Schulte voluntered to put the illegible form. Well, actually, they were it--we told them it would only when in actuality it took them paste up and letter the final pres tence and patience is responsible ting the Scrapbook out to what thusiastic audience!

Irving Morrissett
Executive Director, SSEC
March 1973
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put on a fair or a similar event. This Scrapbook
contains those guidelines. We hope that students
and teachers around the country will find the Scrap-
book not only fun reading, but also "chock-full" of
useful suggestions and hints for taking learning
out of the classroom and into the community.

Many people had a hand in preparing the Scrap-
book, including most of the SADMESS students. I'd
like to single out just a few here for special men-
tion. Janey Brunton, one of the SADMESS students,
spent a great deal of her time in the late summer
of 1972 culling piles of notes and writing up sec-
tions of the Scrapbook. Connie Butts also helped
with the sorting and writing at the first draft
stage. Karen Wiley took what Janey and Connie had
done and shaped it into a book of about 300 pages,
which then had to be drastically cut to a readable
and economically feasible length. Many of the SSEC
staff read this second draft and made numerous help-
ful comments--especially Sharon Eilin and Frances
Haley. Finally, Ellen Schultheis and Janet Lanich
volunteered to put the illegible draft into final
form. Well, actually, they were "conned" into doing
it--we told them it would only take a few hours,
when in actuality it took them about 90 hours to
paste up and letter the final draft. Their persist-
ence and patience is responsible for finally get-
ing the Scrapbook out to what we hope is an en-
thusiastic audience!

Irving Morrissett
Executive Director, SSEC
March 1973
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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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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, 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

And a Cast of Characters
Core Staff for Boulder Experiments
(High School Seniors at Boulder High School and Fairview High School in Boulder, Colorado)

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Who All Helped at One Time or Another

The "Kids"

The Adults

And a Cast of Thousands!
getting from here to there

(calendar of events)
getting from here
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 Thanksgiving holiday

26 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 Presentation to BHS and begins

18 Meeting with County School

19 Karen ble Meeting 

20 Karen ble Meeting

21 SADMESS

24 Meeting with Public School

26= Meeting with Youth Student BE Volunteer

27 Meeting on e projects

28 Presentation to School s
BER

Fxe Hamilton, of Colorado Education Master,
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Ibe

BE Prospectus

holiday

SADMESS teacher
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9 Presentation to Boulder Environ-
mental Council

11 Meeting with UPSTEP Teacher Ed-
cation 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 (Con't)
25 Meeting with Joan McConkey and other representatives of the League of Women Voters to plan environmental film festival for fair

February (Con't)
28 Presentation to Citizen's Advisory Committee on Transportation
Development of new school involvement guidelines, Louise and Lucy take over school coordination

February (Con't)
29 Meeting with T.C. Schutt, Colorado School of Mines Glass recycling project

March (Con't)
8 Meeting with Centennial Jr Volunteers BE budget and Ken

March (Con't)
9 Meeting with computerized environment

March (Con't)
10 Meeting with Boulder DE volunteers

March (Con't)
11 Visit enviro Denver Center

March (Con't)
13 Meeting with Youth Serv Meeting w/ and Kent Advisory Com. and department

March (Con't)
14 Meeting w/ Triadome Volunteers to sign town/government agreement

March (Con't)
15 Meeting w/ Mental Health Meeting w/ Dynamics

March (Con't)
20 Meeting w/ Bikeways Meeting w/ Coordinator (1971)
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

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MARCH

1 Meeting with Elise Boulding, CU Sociology Department Meeting with teachers at Platt Jr. High School Meeting with Steve Boulter, Aquarius 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 Pat Ryan, Superintendent BVPS, and BVPS consultants

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

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

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

11 Visit environmental fair at CU Denver Center

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

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

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 Association at Stage House II

April (Con't)

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 Second assignment for week

18 THE BIG present vote on prove thinessme Also, Ct schedule late to Voluntee this wee DBA meet

19 Meeting buses Meeting tasks for Meeting Ristad, on fair

20 Contact wanderin fair Meeting Under Publ film fes visual s

21 Allan st van Boov Meeting in detail

24 Allan st

25 Meeting and with Boulder newspaper Volunteer

26 Dry run of

28 Deadline recyclin ed
April (Con't)

Association at Stage House II

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John obtains four trucks for recycling project from National guard
Contact Government Surplus Agency in Denver about obtaining 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 approve them by Downtown Businessmen'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, Boulder 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 completed
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

7. 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
   Eight-hour meeting of SADMESS, SSEC, and ERIC/ChESS staffs: can we 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)

May (Con't)

May (Con't)

May (Con't)

May (Con't)

May (Con't)
to get hold of publicity information for series of lectures in Boulder Center

Setting 200 chairs overnight in Carl Chapel, City parking list of accommodations. Decide what permits are needed; make new BE range distribution program on BE at 11 News conference on BE--only one reporter shows, because news media are still overwhelmingly occupied with anti-war demonstrations.

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May (Cont'd)

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Final listing of all activities scheduled for the fair to city manager's office

Building of dome begins

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 calling 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 evaluate the fair--develop questionnaires, interview people, tally the data, and analyze it.

Then, for the rest of summer, work on this book

Bus route signs distributed to points throughout the city in the wee hours
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: dropped in for a visit and mentioned a street close off the street in Washington, D.C. and have a fair! one on top of another.
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: 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 rac

Education network

Rap sessions with city V.I.P.s i

Old people reminiscing on Boulder's past

Folk dancing in the streets

Bicycle repair lessons

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

Adventure Playground

Day Care Centers

Folk singing

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

Hovercraft demonstration

Jitney service ...
Street singing musicians

Medieval fair, with costumes, banners

City as an organism—"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 . . .
...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.

KAREN THINKS:

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

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.
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.
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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 bandshell, 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 plans under canopies, so people playing music around, jitneys bringing people around with balloons, nothing and sweet.

There shouldn't be ordinary sense. To sell stuff, a class giving live. Let's own.
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.

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.
Susanne, I don't think we have to be or even want to be lousy. That's not really the point. Probably some solutions that have been tried are lousy, and we shouldn't jump into them without fuller experiments showing people how they work.

Naturally, we should do experiments as well as possible. Probably bad if people reject, but probably better service as a result of it. The whole point of experiments is showing people how they work, what they are like, what their contributions are to the personal environment. We should include art and focus more on personal problems with contributions to the environment.

Let's have a creative place for showing people how people work, with tables and chairs and flowers and side light. Maybe have an informal meeting place for dignitaries over coffee.

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

JON STATES:

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

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, don't tell them what to do.
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.

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.

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.
We talked about people's expectations about the time commitment that will be required to bring off the fair, the amount of resources available to do the work. There was considerable disagreement among us as to our ability to carry off the fair, the amount of time and work involved. We were told to count on a day meeting the group, I came away from the meeting apprehensive about how realistic the group is about mounting the kind of project we have. Everyone has other time commitments this spring, so we can't count on much more than the regular three hours a day for the students...
We talked about people's expectations about the time commitment that will be required to bring off the fair, the resources available to do the work. 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 this spring, so 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 group is about mounting the kind of project we have in mind. Somewhere between the kind of people who can work hard and those who can't be counted on for the very least, we have to figure out a way to make the project a reality...
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
Transportation

Social
Education
The Future

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<td>Structures</td>
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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 (newspaper, 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 Center.
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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--throwing out any old idea. It can be the obvious idea you every thought but may kick off some really neat, someone else's head. And then another. And so forth. You might with what appears to be a total poem, a neat image, a photo...

7. The point of brainstorming is of free associations in the one's mind roams freely and about posting "dumb" things at later stage you'll be able to the ideas and weed out the one's don't think appropriate.

8. CARDINAL RULE: No one is all evaluative judgments about the storming sessions. No one can "dumb!" or "That's not important a great idea!" The minute you each others ideas, you'll likely them. People will become shy for fear of being thought sill and you want things that seem out, because many times an idea initially turns into something begins to work on it.

9. Don't worry the first few times slow down and go into a silent
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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 every 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
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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 brainstorming, but, still, he shouldn't be very demanding. He should simply be to keep people from going off on tangents or simply to say "get's to say it and done". But he should be very careful to make sure everyone at least feels like they're not being put down by the group. Because, if you evaluate ideas now, the thread could begin to "lose" members once you're not careful. About this potential problem of each other.

3. The first step in sorting the ideas is to get a grasp on the scope of the project.

4. Next, run through the whole list very quickly. Quickly determine if the idea is worth further consideration. If there is disagreement, then let everyone in the group have a chance to voice their opinion. If everyone in the group has a chance to get involved, then you can begin to weed out the most obvious ideas that everyone in the group has a chance to carefully screen the ideas that seem to excite everyone in the group most. At this point, it seems to "fit" each person's ideas of the project. You don't have to worry over them any more. The whole list once-over-lightly is a knotty task of sorting.

5. Then, begin discussing each idea to see if it seems to "fit" each person of the project. You don't have to worry over them any more. The whole list once-over-lightly is a knotty task of sorting.

6. As the discussion of "fit" proceeds, you must be responsible for posting the "fit" and "nonfit" used by the group. If the group seems to be only repeating rather than coming up with new ideas to go on to the next step. You
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Brainstorming is useful for log jams, for filling in blanks, sometimes as a way of double-checking your plans to make sure you haven't missed anything.

1. Brainstorming has probably covered at least most of the walls of the room with posting miscellaneous and undeveloped ideas. The next step is to sort the ideas.

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 easy 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 members of the group may want ideas meeting the group's interest. no one should evaluate the c

6. Some new possible sets of categories by this process. Get the and explain them, too.

7. Once you've got the categories, to understand them fairly well, two or three seem to satisfy least on the surface.

8. Then, using one of the categories, the entire list of ideas, as most appropriate category. T ake sheet for each category, fit into the category on the may find very early in this p system isn't working very well tem and try the next most likely system so it does work. One system isn't working well is are being relegated to a "mis fiable" sheet. That means yo gories or you need a different will encompass more of your i telling if your category syst have a lot of ideas that can eral headings. That indicate gories aren't broad enough or in the wrong places.

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of the ideas on the list at this point--lumping or deciding others really aren't included in your project.

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 reorganize and clarify things. It sometimes helps, when you're dealing with matters that require logicality and consistency, to have a single head pull things to-

21
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, sort through your ideas, your categories, and your ideas, retaining or throwing out ideas that 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.

4. It might be best for one or two of the objectives as they see the objectives as they see them to the whole group as a visionary set of objectives designed for a specific thing to criticize (if they're good enough) appropriate.

5. Once the group has critiqued the objectives and a revision of them, the group, has been made, they should up neatly and duplicated. The purposes: one is to keep the right track, with a clear idea of what the other is to give outsiders an idea of what the project is.

ELABORATING YOUR PLANS

1. Things begin to get a little more specific strategies to follow are elaborating your ideas and plans. You want to use all of the procedures many more.

2. One possible way to begin to elaborate your ideas is the following:
   a. Brainstorm each category of resources (human, time, space) for carrying out the project.
   b. Possibly do some further specifying and subcategorizing.
   c. Brainstorm resources (human, time, space) for carrying out the project.

   One possible way to begin to elaborate your ideas is the following:
   a. Brainstorm each category of resources (human, time, space) for carrying out the project.
   b. Possibly do some further specifying and subcategorizing.
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jectives

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your project to be--what's
ark, what's out of it, and how those
are in it are related to each other.
/ to develop clear objectives for

3. To develop your objectives, simply look at your
ideas, your categories, and your criteria for re-
taining 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 pro-
visional 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" objec-
tives 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 pre-
cise 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 embellish-
      ing on the ones already included.
   b. Possibly do some further sorting within each cate-
      gory 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 hinderers; and finally outline a plan of action for overcoming the hinderers 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

NOTE: We didn't follow this sequence exactly as we are so orderly as that--but we feel we learned enough about to recommend the above procedure as our approach.
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IZED AND BEGIN DOING R/ HER THAN
to next section

NOTE: We didn't follow this sequence--never
were we so orderly as that--but we did use all
of these techniques at one point or another and
feel we learned enough about to be able to re-
commend the above procedure as one possible good
approach.
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 organized 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 "Get 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" people said:

Sure, we want to be creative and do everything. At some point, which goals we want to haven't got an endless list. If we spend all our time just flitting about ideas and flitting about completing any task, not creative ideas into an approach that will make what good is our creative "just a good idea," the time we've got to choose ideas" we're going to have a thing real and tangible.

Things don't always "just happen," then why bother at it just happen without at all? Sure, some things that's great—we hope we from the blue." But so happen. We don't worry about fragile creative ideas, but thinking them lying around.

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

(If you want to know what happened at each of the points on the calendar of events in the "Getting from Here to There" chapter...)

THE UPS AND DOWNS OF B.E. ORGANIZATION
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(If you want to know what happened at each of the points on the curve, look over the calendar of events in the "Getting from Here to There" chapter of this book.)
Originally we had no organization. This SAD(MESS) state of affairs lasted about a month. We had a hodge-podge of ideas.
ally we had no organization. AD(MESS) state of affairs about a month. We had a podge of ideas.
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 kept trying to get the Core Staff sort arms' length.
all began to take shape and more got involved, we found we needed of coordinating them and developed loose organization based on "degree participation." The "Core Staff" were the heaviest participators, the others middle-range participators, and try resources in the outer ring the heaviest involved.

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

THIS WAS PLAN, NOT TIME. THIS WAS ALT TIME.
BOULDER EXPERIMENTS

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

THE FUTURE

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<table>
<thead>
<tr>
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<th>Social</th>
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<tbody>
<tr>
<td>Transportation</td>
<td>Education</td>
</tr>
<tr>
<td>Land Use and Zoning</td>
<td>Communications</td>
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<tr>
<td>Economic Activities</td>
<td>Economic Activities</td>
</tr>
<tr>
<td>Population</td>
<td>Population</td>
</tr>
<tr>
<td>Structures</td>
<td>Participation, Decision-making</td>
</tr>
<tr>
<td>Waste Handling--Recycling</td>
<td>Life Styles</td>
</tr>
<tr>
<td>Energy</td>
<td>Cultural Life</td>
</tr>
</tbody>
</table>

This was not a terribly realistic plan, although it seemed so at the time. This is an intellectual plan and not a working one.
1. Advice and P.R. help

**SADNESS AD CTTEE**

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

**SADNESS STAFF**

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

**COORDINATION**

<table>
<thead>
<tr>
<th>S.S.S. Pool</th>
<th>cr. R</th>
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</thead>
<tbody>
<tr>
<td>1. space arrangements</td>
<td></td>
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<tr>
<td>2. equipment arrangements</td>
<td></td>
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<tr>
<td>3. scheduling</td>
<td></td>
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<tr>
<td>4. permits (lawyer consult)</td>
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<tr>
<td>5. clean-up (coord. with waste-handling committee)</td>
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<tr>
<td>6. trouble shooting</td>
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</tbody>
</table>

**P.R. Men**

<table>
<thead>
<tr>
<th>Allan H</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. advertising</td>
</tr>
<tr>
<td>2. complaints</td>
</tr>
<tr>
<td>3. trouble shooting</td>
</tr>
</tbody>
</table>

**School Coordination**

<table>
<thead>
<tr>
<th>Karen W</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. get ideas from teachers and students</td>
</tr>
<tr>
<td>2. give ideas to teachers and students</td>
</tr>
<tr>
<td>3. overall coordination of school involvement</td>
</tr>
<tr>
<td>4. coordinate schools with other committees</td>
</tr>
<tr>
<td>5. help with designing school activities, carrying them out</td>
</tr>
<tr>
<td>6. trouble shooting</td>
</tr>
</tbody>
</table>

**EVALUATION**

<table>
<thead>
<tr>
<th>Susanne B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. design</td>
</tr>
<tr>
<td>2. recruit help to carry out plans for evaluation</td>
</tr>
<tr>
<td>3. interpreting results</td>
</tr>
<tr>
<td>4. working out strategies for involving schools in data gathering and interpretation</td>
</tr>
<tr>
<td>5. trouble shooting</td>
</tr>
</tbody>
</table>

---

1. SADNESS staffer to coordinate each of five areas above.
2. non-SADNESS staffer to be committee head for each of five areas above.
3. sub-committee head for each content area under (4).
4. Other personnel, assistants to be determined by committee head and SADNESS s
At one point, in a fit of panic, we got SUPER organized and came up with this fancy division of labor. It lasted about three and one-half hours. In practice, it proved useful later on.

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

EVALUATION

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. design</td>
<td>Susanne D.</td>
</tr>
<tr>
<td>2. recruit help to carry out plans for evaluation</td>
<td></td>
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<tr>
<td>3. interpreting results</td>
<td></td>
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<tr>
<td>4. working out strategies for involving schools in data gathering and interpretation</td>
<td></td>
</tr>
<tr>
<td>5. trouble shooting</td>
<td></td>
</tr>
</tbody>
</table>

SADMESS staffers to coordinate each of five areas above.
- SADMESS staffer to be committee head for each of five areas above.
- Committee head for each content area under (4).
- Personnel, 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.

<table>
<thead>
<tr>
<th>IDEAS</th>
<th>COMM REL</th>
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<tbody>
<tr>
<td>BIKEWAYS</td>
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<td>BUSES</td>
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<tr>
<td>STREET CLOSING</td>
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<tr>
<td>KIDS</td>
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<tr>
<td>VOLUNTEERS</td>
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<tr>
<td>SUPPLIES</td>
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<tr>
<td>SPACE</td>
<td></td>
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<tr>
<td>SCHEDULING</td>
<td></td>
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<tr>
<td>PERMITS</td>
<td></td>
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</tbody>
</table>

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.
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.

For vague, though complex, or--actually worked pretty well. It gave us enough of an outline in our minds of what was on and what had to be done and generally working in the
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"--THOSE 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 Apace.

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.
"Up" by the Downtown
The necessity for good
organized our organization
visualized in somewhat
inner:

Contains the three major
terms"—these are
spinned and fed into the
inner circle.

Support services were the
- the guys that filled
ashing from task to task
mergencies and doing
't assigned to anyone.

Leaders are major
coordination areas.
these areas could
out much direct in-
the other areas in the
inner coordination was
was in this circle was
ought one of the support
inner circle.

Information coordination, rep-
tempt to glue the whole ball to-
o coordinators were supposed to
ne was doing, make sure things got
rect people who had questions or needed
help to appropriate coordinators, and
ball rolling apace.

Derived why the advisory boards and the directors
and outside the organizational circle. We never
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od get a handle on what we were doing—but we were very
usually.
WHAT APPEAR TO BE NICE NEAT LITTLE SECTIONS ON THE CHART OFTEN BULGED AT THE SEAMS, OR SHRIVLED FROM NEGLIGE. THE CORE GROUP JUMPED FROM BOX TO BOX, DOING WHATEVER SEEMED IMPORTANT AT THE MOMENT. OUR ORIGINAL INTENTION OF GETTING A COMPETENT COORDINATOR FOR EACH AREA FELL THROUGH. THE FEW WE GOT WORKED LIKE DOGS TO MAKE IT ALL COME OFF. FOR EXAMPLE ELIZABETH FOX, THE CULTURAL EVENTS COORDINATOR MUST HAVE SOLICITED AT LEAST 30 ACTIVITIES. SOME PEOPLE TOOK OVER 2 AND 3 AREAS TO MAKE UP FOR THE SHORTAGE OF "EXECUTIVE" MANPOWER.

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 "SPRU MORE, FOR WE COULD SIT BACK, DONE "FROM A DISTANCE."

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

BUT REMEMBER, THIS IS AN ABS EVERYBODY WAS COMMUNICATING AT ONE TIME OR ANOTHER--THESE LINKS. AND, ACTUALLY, MOST HELP MOST EVERYBODY ELSE AT THESE ARE JUST THE GENERAL
WE DID, HOWEVER, FINALLY GET A HANDLE ON WHAT OUR REAL ORGANIZATION LOOKED LIKE--THAT IS, WHO ACTUALLY WAS DOING WHAT MAJOR TASKS AND HOW THE COMMUNICATIONS CHANNELS WERE ACTUALLY HOOKING EVERYTHING TOGETHER.

JIM DAVIS, AN SSEC STAFF MEMBER, WHO'S SUPER-GOOD AT DOING THIS SORT OF THING, HELPED US GET DOWN ON PAPER WHAT OUR WORKING ORGANIZATION HAD TURNED OUT TO BE ABOUT TWO WEEKS BEFORE THE FAIR. AFTER THE FAIR WAS OVER, WE WERE ABLE TO "SPRUCE UP" THE DIAGRAM EVEN MORE, FOR WE COULD SIT BACK AND LOOK AT WHAT WE'D DONE "FROM A DISTANCE."


BUT REMEMBER, THIS IS AN ABSTRACTION. ACTUALLY, MOST EVERYBODY WAS COMMUNICATING WITH MOST EVERYBODY ELSE AT ONE TIME OR ANOTHER--THESE ARE JUST THE MAJOR LINKS. AND, ACTUALLY, MOST EVERYBODY PITCHED IN TO HELP MOST EVERYBODY ELSE AT ONE TIME OR ANOTHER--THESE ARE JUST THE GENERAL DIVISIONS OF LABOR.
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 divvy up the tasks. And then someone would type it all up and give copies to everyone involved.

As the fair approached, we developed a loooong 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.
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) 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 the form and return a signed copy to ___.")
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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

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) flyer 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 Peggy?
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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--

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

Date Due    Date Done
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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- Samples of our giant "To Do" list from 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
   6/12  

7. Post-fair clean up—schedule volunteers and write up for HQ & take-down captain
   5/12  

8. Meet with recycling chairman to coordinate efforts
   --

9. Meet with take-down captain to coordinate efforts
   --

B. SANITATION

1. Map out placement of Keep-em Kleens and available businessmen's johns—give to sign chairman, set-up captain and fair HQ
   5/5/72  

2. Obtain required number of Keep'em Kleens and arrange delivery during set-up time
   5/5/72  

3. Who will service Keep'em Kleens and how often?
   5/5/72  

4. Give instructions to sign chairman if any special signs are needed
   5/5/72  

III. QUARTERMASTER—Steve McElroy

A. TABLES AND CHAIRS

1. Make list of which activities need and how many, locations of activities—give to set-up chairman
   --  

2. Develop inventory system, including marking procedures and master list; give master list to set-up and take-down captains and fair HQ
   5/10  

3. Locate and make arrangements with suppliers (find out when can pick up, return) and give info to set-up chairman
   --
B. SANITATION--(who?)

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2. Develop inventory system, including marking procedures and master list; give master list to set-up and take-down captains and fair HQ
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
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 goals and perceptions (even about and is doing different tasks--you have far-less-than-perfect overlap among these people)
   --which means that, your group has a far-less-than-perfect opportunity for communication, planning, etc.
   --therefore, you must try to fer different elements from flying solo.

7. coordinate /kō-'ord-n-ət/ (fr. coordination) 2: to bring movement, or condition: harmonize esp. so as to become coordinate esp. so as to become smooth concerted way... (Webster)

   The key word is HARMONY--the idea is not to wipe out all differences among members of your group as identical automata. It is, those differences so they support and work together smoothly toward your goals.

8. Don't confuse "organization" "authoritarianism." Your organization be thought of so much as a CO-HARMONIZING device. If it's the group members, you're probably in the wrong book.

SOME WAYS TO DIVIDE UP THE WORK

1. By objectives--each person taking on one of the objectives from early elaboration
ORGANIZATION AT ALL?

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--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-'ord-n-ət/ 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 too little things that can just one person or a subcommittee also a place where you can be overlooked previously but now someone and carried out soon.

2. Hold frequent sessions for feelings about how the work, holding up emotionally, how other. How people feel is your product-oriented world. Feelings are just as important to accomplishing your goals accomplishments on the project we "overlook" feelings is the to cope with than the "work". Most of us don't have the skill honestly criticize or praise or praise from others, and our own feelings. It's very true area can be "dangerous" and get an experienced group leader help the group deal with its. Rocchio come in and help us. little paper and pencil tech feelings out into the open a. We've included a copy of one. Unfortunately, we didn't carry with Rick's suggestions after have avoided some blow-ups i.

3. Have someone take the role of. This does not mean "dictator" coordinator starts to play the central coordinator is merely informed about what everyone sure you can get fast answer instant help in a pinch. They also be in charge of things group meetings are needed, decisions must be made by the
ORDINATE THE WORK

Hold frequent sessions for "checking out" each others feelings about how the work is 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 feelings 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 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 decisions must be made by the full group in the near

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GROUP PROCESS EVALUATION SCALE

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

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

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

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

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

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

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

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

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

Who was a particularly good listener?

Who was not open and risking?

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

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

Who was particularly open and risking?

Who was not open and risking?
2. How much time during the discussion was spent on unimportant or in-
consequential matters?

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

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Who did not have a chance to say what he thought? [Signature]

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

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Who was a particularly good listener? [Signature]

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

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Who was particularly open and risking? [Signature]

Who was not open and risking? [Signature]

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

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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, you're 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 needs others help 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 activities in order to do his thinks requires a policy dec group. You should probably a at psyching out when to "but out in his area and when to in giving the guy some autonomy.

6. Develop a master schedule for major tasks. In making th pay attention especially to on other tasks--what tasks ha before others can get started,

7. Each person in charge of a map out a schedule for that a pay careful attention to the he should also note tasks of on tasks in someone else's ar him to get together with the a mutually satisfactory sched

8. Just sitting down and chattin relaxation is VERY IMPORTANT people frown on such "coffee your nose to the grindstone e if that's ALL you ever do.... formal communications--they're

FINDING A GOOD ORGANIZATION

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Useable written records in a filing systems, and keeping records and commitments made. You'll clear, simple filing system knows how to use. Everyone incise notes on decisions or file(s) to see, with whom, and when— and the notes get into the right files. And everyone should be careful, appropriate file(s) to see if any done that's relevant to the proper file finished. A good working note-system will help you to find what has done even when you can review every last person in the full-group meeting. (One part of all this is the you want to take down enough to give people a full idea of what's gone on without producing reams useless information that you have to sort through to get jobs well, (c) thinks he should know about other's activities in order to do his own job well, and (d) thinks requires a policy decision from the whole group. You should probably also develop your talents at psyching out when to "butt in" and "help" someone out in his area and when to leave well enough alone, giving the guy some autonomy.

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 give the area at all or rearrange the plan. If you have areas of interest, ditto the above. Skills and interests to the ready to give the plan a try.

--Make sure that everyone agrees to give the organizational wise, for sure it won't work your time trying it out.

--Everyone go to work on the of weeks or so. (The length will depend on how long you last.) You might want to evaluation of the plan, or play it by ear--continue till it starts to break down.

--If the plan does not work, because you've been working your hands dirty, you've n of what it's all about and you'll have to be doing in time it will take. Also, ing with one kind of organ its advantages and disadva ential knowledge will put it comes to reorganizing.

--After everyone's gotten a few days at most, have a g "bit" deadlines--a less pro be "target dates." Workin will help individuals plan their own areas. They sho schedules soon after the o and then compare the time do things with their origi give them good info about time for re-evaluation com
After you've gained a little of the kinds of things that have then you may be better able to divide up the work and coordinate it use some of the suggestions stage.

Finally pressed by time, though, to try to speed up the process on building. You might try of the following:

- Techniques of brainstorming, sororizing, inventorying resources, work, etc., suggested in the early elaboration and also using two diagrams showing major task how they are related which are acceptable to the group and which they might work.
- An estimate of the man-hours each is likely to require. Make a rough of the man-hours available from member group. Make a rough estimate of others you might be able to get from outside your group. Do the man-hours match up with man-hours avail-you've got less than you need, STOP YOU ARE. Before you do anything MUST cut back on your ambitions. objectives or eliminate some of the extra flourishes among ideas you generated. Then dream diagram of major task areas that available man-hours. 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 the skills, you should consider 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.
SOME SIGNS OF BAD ORGANIZATION

1. Lots of duplications of efforts. (Complaint of a city government official to a BE staffer: "That's the third time today you people have called me about the same problem. I already told you..")

2. Lots of conflicting decisions. ("I told Steve to go ahead with getting the 200 loaves of bread baked." "But yesterday, when you weren't here, we decided to call off the bread baking, at least for another week.")

3. Lots of tasks "falling between the cracks." ("Oh my god! We forgot to make the arrangements for electrical wiring." "I thought that was Steve's job." "And I thought it was yours." "I never thought of it at all.")

4. Failure to meet many, many deadlines. You shouldn't panic if you miss deadlines every so often--unless, of course, lots of other people's work depends on yours getting done. BUT if everyone or most everyone in your group consistently misses deadlines, your organization may be at fault. You may have underestimated the manpower needed to carry out your project, and thus will have to get some more help or cut back on your overall plans. Or it may be that you've divided up the tasks poorly, not matching talents to tasks or giving someone too much and someone too little to do. Or, perhaps your scheduling and coordination is poor--one missed deadline produced a huge log-jam of many other missed deadlines. Or, you may have a bottleneck--too many things going through one person before they can proceed any further.

5. Lots of hassles in trying to on. ("In order to find out what's going on with the evening show in the bandshell, I called Allan about the piano, Jon about the lights, Bill about the wiring, Karen about the noise permit, and Karen about the noise permit, and Karen about the noise permit, and Karen about the noise permit. It took me four hours to get a dumb 3-hour schedule.")

6. Lots of bitching among the group. It's a good sign that everyone is grouchy and unhappy, it may be that one of which is lousy organization's lousy, everyone may do too much. Or they may be who's supposed to be doing what. And feel some people are getting done their tasks. Or someone screwed up their tasks. Someone's doing it a lot better. And someone's doing it a lot worse.

7. People becoming uninterested in their tasks go, and dabbling in new areas is a sign of mismatch between people's interests and their work. They may also be feeling some people are getting done their tasks. Or someone screwed up their tasks. Someone's doing it a lot better. And someone's doing it a lot worse. Or they may be who's supposed to be doing what. And feel some people are getting done their tasks. Or someone screwed up their tasks. Someone's doing it a lot better. And someone's doing it a lot worse.

TOO MUCH VS. TOO LITTLE ORGANIZATION

We don't know if we can really make one. Whether you think you're organized pretty much depends about it and whether whatever thereof, you've got appears to be too little at other times.

As you saw in our graph of BE chaos, flow, and organization of both--probably too much or probably too little at other times.

In retrospect, it seems that disorganized than to be organized.
ORGANIZATION

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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 organi zation'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 in Boulder. The fair was to be an educational experience for both to 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. We hoped to have students working hand in hand with the downtown businessmen to create transportation routes. Most of all we wanted people in Boulder to gain some confidence in themselves, and high school students by working with us toward the same goal.

--Reggie's Reflections
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In 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. 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 put it together and for those who would participate only through attending the actual Experiments.

The fair also gave us a wonderful opportunity to experiment with some of our ideas about 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 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 people for the fair were:

1) the schools, both public and private
2) the city, and to lesser extent, the state and federal governments
3) the business community, primarily local and regional
4) community service organizations, mental health centers, 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 over 300 people actively involved, and the remainder helped by lending their support, suggesting ideas and people, and critiquing our plans and progress. Though we consider 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 come 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, we estimate that we touched between 900 and 1200 people at minimum.)
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- 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 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 y 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 "use" them, they won't be so also, the Advisory Board cou you actually ask them for gu The few times we did, ours w

Thus, we'd recommend that yo 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 go the product of other things. P gain general support and go with influential people in the beginning. If they are involved way in your planning, then to have a stake in the project to "talk it up" with their collaborators 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 ups of people who were less actively involved, but still important to our success: general idea-people, contact-people, and critiquers.

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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 anyone and everyone—even people you detest can have good ideas sometimes, and be sure to bring up those ideas when you're planning and doing. Certain people go out and recruit people of "having ideas." You can time from everyone. But it people around that seem to 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)

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 criticizers 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 tunities for volunteer work to criticize—and listen to the to set up a small group of critically criticize your plans of outsiders should be symp feel sure of their sympathy. likely to listen to their cr they are outsiders is very likely to look at your project with your vision may sometimes be you're right in the middle o
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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.

People:

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aside specific meetings for criticism; provide oppor-
tunities 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 period-
ically 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.
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.
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.
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, our 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.
mixed bag of approaches for getting people interested in the fair.

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.

with each new presentation. One way we tried to get people involved was to identify the main concerns of interests of the groups and then show points of particular interest to each group we addressed. We interests coincided with theirs. To the downtown businessmen, we try to make people downtown, experimenting with a focus on the downtown interest in 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.

As we gained experience in making presentations, we got quite "organized" and elaborate sometimes. In the sec- tion on the Downtown's Businessmen's Association, we've included a copy of the plans for our big presentation to the OBA--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 been Hungry Farmer on Sunday nights to hear this group, I suggest you do. Kay Urry knows a lot about them. I once had a personal daughter was a member of the group and she still performs in town. We know all of the group very well, however, an excellent musical group and fine entertainment.
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 about the Hungry Farmer on Sunday nights to hear this group, I suggest you give serious consideration to inviting Propinquity to be part of the entertainment. In case you haven't heard, May Urry knows a lot about them. I once had a personal contact with the group and she still performs with them. We know all of the group very well, however, and they are an excellent musical group and fine entertainment.

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 through personal contacts, or run into if they'd be interested in helping out in some way. Frequently our contacts would in turn suggest further contacts, and anyone we happened to hear about through personal contacts. For instance, An Advisory Board member of the Engineering School at the University is working on a solar energy project right now. I bet he'd be interested in helping out in some way.

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.
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
Education Activities

1-1030 13th-447 8733
P.O. Box 791, City of Boulder-442-2020 (Melba Shepard)
Schools-6500 Arapahoe-442-6931 (Gene Gillette)
Inter-1520 Euclid-443-3680 (Bill Kastning)
(All departments) 443-2211

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---Steve H.
February 23, 1972

Mr. Steve McElroy  
Sadmeas  
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
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T. C. Shutt  
Projects Manager  
Chemical Division

/la/
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 them 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 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 flyers.

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 to have ideas of specific things we can take on; the resource and the wasted.

2) Make the meeting not just talk.

3) Get to know all interests and about how very important the project.

4) Suggest tasks which the volunteer's own that there is so he's doing as we project as a who generous that th without getting
nesses, it was the combination of all the above approaches that "turned the trick." The most effective way of making people conscious of what you're doing and then getting them to want to join is to hit them from all sides. Each approach reinforces the others.

A sample of the combination of all three approaches were our Volunteer Meetings, held every week. People 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, by word of mouth, grape-vine, and through school and city newspapers, posters, and flyers.

Our Volunteer Meetings were held to organize and coordinate working on the fair. Our early publicity readings invited interested people to "come to a Volunteer Meeting at 855 Broadway, at 7:30." We switched meetings to Tuesday evenings, held these weekly events right up to the beginning of only five or six people these meetings attracted (slowly) as the fair did. We tried giving people at the last two or three meetings. We added something to do with personally phoning them to come."

Two or three meetings, we developed a remaining meetings. We divided into two or three for new people, was devoted to giving a lot of questions, and identifying needs at other groups dealt with specific needs at animators, marshals, food, posters, etc. We had a session of the whole group, too, to form brainstorming or to get a group opinion on a question.

"The meetings were running, on the whole, quite well. But there was room for improvement. Some suggestions I would make when have ideas of specific tasks that people can take on; these people are a major resource and their time should not be wasted.

1) Be better prepared before the meeting; 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 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 wi
Now we need yo interested in fair?"

Potential Volunteer: "Gee, I'd I do yo g

BE Staffer: "Well, most of whatever you w to Boulder's e

Potential Volunteer: "Um, lots biiii thoug thing inter though where glad anyth know to so"
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A lot of people in Boulder with groovy, ideas. Some of them--a few--were also ince to develop and present them. (For Figure of Women Voters and the glass people school of Mines in nearby Golden actually came asked to be included.)

Part, we found that our solicitations of the 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 big 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 that it 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 "packages," but we wish to involve students in planning and carrying out projects, and we believe that these projects can be 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 service club in securing trash cans.

2. Make posters for publicity with themes such as ecology, nature, etc.—possibly in a contest. Involve high school students and/or printing shops in printing winning posters.

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 visually handicapped 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 for the schools" and used in contacting teachers.

As we experienced more and more of these failures we called them "Boulder Experiments," we began to develop activities for their students already that they probably didn’t welcome. Most requests are those involving helping people focus in on things they could do and then piloting them down on what they actually accomplished. However, many of these activities were not taken part unless we could give them some very specific suggestions about what to do. They have been asked to develop their ideas and become more creative in developing outside activities as well. We brainstormed a long list of suggestions and asked if they were interested in doing any of them. We wish to stress that we do not want to provide set "packages," but we wish to involve students in planning and carrying out projects, and we believe that these experiences can be as much-or more-for the students as for the results at the fair.

For the first few months, we’d let it drop at that. We’d put their name and phone number on a list and call them soon. In most cases we never called, or didn’t call until much later when they’d call us.
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 that it 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 "prizes" for carrying out projects, and we believe that these projects experiences as much or more for the students as for the teachers, students, and administrators. We hope that they will provide an understanding of the ways in which we involve the schools in the community and vice-versa. It is in no way complete or final. As more and more of these failures to get solid commitments, we began to develop some skills at running meetings and doing the things they actually wanted to do. We brainstormed a list of suggestions and asked if they were interested and then pinned them down on what they actually would do. We used it in contacting teachers.

Suggested Activities for Elementary Schools

1. Paint trash cans for city use. Involve high school service club in securing trash cans.

2. Make posters for publicity with themes such as environment, etc.--possibly in a contest. Involve high school students and/or printing shops in printing winning posters.

3. Art work--possibly a sale
   a) mobiles
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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 play in

6. Write stories, poetry to be read aloud in a "poet fair.

7. Compile a display on the various activities in the schools and conservation that take place in the schools.

8. Make and decorate paper litter bags to be given away.

9. Encourage children and teachers to come up with their own ideas in developing outside activities as well.
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 deChadenes, school coordinators for "Boulder Experiments."
However, we never got as good as we really could have if we'd paid a little more attention.

The idea would have been, perhaps, to continue the previous conversation between the BE 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."

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?"

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."

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

"Well, 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?"

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

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."

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

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

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

(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.)

(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!"

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!"

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

(Narrow down to some area that interests some specific sources of material resources. 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.)

(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!"

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"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!"

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

(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.

(Don't let it drop at this point with "Hey, whycha 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.)

(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.)
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 really-o, truly-o have a full COMMITMENT.

We made the mistake of thin commitment at this stage, for No, wait, that's not really the day before the fair. "Commitments" dropped off. A considerable number of people who'd said they'd be present didn't show at the fair. Even at the fair, people who'd said they'd be the other didn't show up, in fact: out of 85 exhibits, 36 did not show up. people we considered "our man" (We made up for some of the mismeasurements; we threw in ten exhibits and other kinds up at the last minute and did. But there were still some go.

That just goes to show that signals" that the other person he says he'll do something. And you have to make sure that you're expecting of him, too...
In this way, you're more likely to

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
discovered. 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 most 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.

However, you still haven't gotten a
'we only gotten what we came to label
mitment.' That means, yah, he's
ed, but he hasn't come up with any
yet or started working on the project.
ing the situation out, seeing what
nd thinking it over.
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?"

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?"

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?"

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."

(Find out where the '...going to be working much work they can put in."

(Find out if the guy through.)

(Take note of his do "commitment" that ma without a little hel

(conti
to the imaginary conversation with the Potential Volunteer. After the meeting with Joe at NCAR, you need something like this:

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

(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."

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?"

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."

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!"

(If he actually calls better. But don't count on him, such as furnish him, to make sure really planning.)

(Now, get down to spec record of the essential on anything that you a other equipment.)

(Note on the paper that with him about 2 weeks about whether he needs etc. Check out what y etc. Check out what y)
"I'll be great. I tell you what, I'll call you cuz Joe said he'd let me know by then."

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

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

"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, 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
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 not give...
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
Address: 932 Myrtle
Phone: 443-8291

(Joe R. 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 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
to find out how his project is coming along, to find out if you can help him move
to better, and to assure him that you still know he's alive and knocking himself out
c.

If fair time is nearing and you find that some volunteers are having more trouble with projects, that will give you a clue about where to focus your attention and where the 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 probably won't meet 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
you've done all this, you still should check up with the Volunteer every once in a while—
t how his project is coming along, to find out if you can help him move it along faster or
d to assure him that you still know he's alive and knocking himself out on your behalf.

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aren't attached to any specific project yet.

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nd 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 their block captains between 8 a.m. and 11 a.m. should report in to their block captains between 8 a.m. and 11 a.m. The regular hours of the fair should check in with their hostess, or non-hostess, in their area, to report if they are earlier, the the fair or non-hostess, are their

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

Sunday morning again, between 8 a.m. and 11 a.m. fair hours will again be set up--same day, same location. We appreciate any help you can give here.

The final step in your follow-up should be to report if they are earlier, the the fair or non-hostess, are their

We asked, if they had received the letters and if they thought their time satisfactory.

Then, we would appreciate any help you can give here.

Sincerely,

[Signatures]

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

Saturday evening all the equipment will be brought out again Sunday morning before the fair ends Sunday afternoon at 5 p.m., dismantled. If you have any problems during the fair headquarters will be located at the storage area, to report if they are earlier, the non-hostess, in getting re you or regular. Then, we would appreciate any help you can give her.

If you have any problems during the fair, your block captain, having been notified, are always on duty there. The final step in your follow-up should come the right before the fair. (Or whatever it is that you're "putting on"). That step is to notify everyone of their schedule and location during the fair. Later, we would have received the letters. In the letters and calls, we sent letters and calls to everyone describing their plans and their location. We also outlined the procedures for checking in and finding the equipment and such. Then, we tried to make everyone aware of these plans and then we had to report if we had their times right and satisfactory.

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This "last round" of follow-up brought to our attention some of the communications failings from 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—like 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 such occurrences—a death in the family, winning a trip to L.A. weekend of the fair, don't have much advice on how to deal with such a thing for your project. All we can do is keep your wits about you and keep busy.
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There's no way to foresee and plan
for such occurences--national crises,
a death in the family, strep throat,
ning a trip to Las Vegas for the
weekend of the fair. And we really
don't have much advice to give you,
should such a thing happen to your
project. All we can say is "Try to
keep your wits about you and play it
by ear."
getting permission
or "red tape"
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.
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 permit 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 prepare all—in fact, Steve M. nearly didn't.

Steve returned from that first DBA meeting with the look of utter despair on his face. 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, the idea of an experiment with the idea of the fair, which the city planned to implement in the future, many were upset that the fair did not like our choice of a Fourth of July weekend was the biggest event of the year, and the fair might cut into the business organization.

They were cool enough, though, because they saw some potential in the fair idea of involving young people in community activity was good. Thus, the committee to work with us and a series of subsequent presentations on our progress of each Council of the DBA and then to the April meeting of the ship. The final decision would be made until a mere two weeks before...
permissions and approvals necessary to have the fair, the permit residents in the downtown area come by—and the most important it's clear way of thinking.

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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 first fair) 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 going to come in here and look at the calendar and said that it was right now. Actually we were already trucked down there, all of us looked crummy; I had holes in my pants and everybody was dressed down to go to the beach or something. So we got there and everybody was really dressed up--I felt formal meeting. Dale Moburg was making a presentation on superblock plans. A guy came up and said he was for Boulder Experiments and we said, "Yes." He said "You're going up next." I didn't know what I was going to say. I hadn't even thought about it. So I got really nervous, they had a microphone and a podium stand and I was standing behind it because 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; I didn't know what I was going to say. So there were three people that just cut me into the conversation to know exactly what was going on; what definite commitments I had. Really intense. They were yelling and screaming; they were really mad. I couldn't even think. I was really scared, I was really nervous. I couldn't give them any answers. So there were three guys that demanded that they would have if the fair went on; they said they would lose business because it was Mother's Day and...what else happened? At any rate, there were three guys that were really loud; the majority of the people--there were about 5 people who stood up and spoke in our favor; they gave the 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 it to be done--whether there was going to be a definite transportation alternative set up. Bad off all their parking. "Parking is a problem already and if you cut off these streets there isn't parking and we're going to lose 60% of our business--so you have to have a decent transportation plan" said a man: "Hopefully we'll be getting Boulder School District buses and we'll be having a shuttle for the whole thing. They said: "WE WANT DEFINITE COMMITMENTS" I couldn't give them to them. So we told them we were going to have six people to help us. And we had a meeting Wednesday night and it turned out really good questions we had to answer as far as the downtown merchants were concerned. It went really well. Two days out of a whole year and they're worried about their 60% sales.
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 there, all of us looked crummy; I had holes in my pants and everybody was dressed like they were going to the beach or something. So we got there and everybody was really dressed up—it was really a fashion show. Molly was making a presentation on superblock plans. A guy came up and asked me if we were an hour late. But actually, I had a presentation I didn't have a presentation. I had 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 a jive act. It wasn't bad according to everybody in the audience but I felt really uncomfortable with the rest of the presentation. So there were three people that just cut me into ribbons; they wanted what was going on; they wanted definite commitments. They were really mad and they were mad. I couldn't even think. I was really scared, I was really nervous. And I gave them any answers. I gave them the answers that popped into my mind. But they were hollering that would not happen if the fair went on; they said they would lose 60% of their sales. I couldn't answer that. I said: "Parking is a problem now and if you close off these streets there isn't going to be any parking. We want definite commitments. I couldn't give them to them. So they set up a committee of 6 people to work with 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 were 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...
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Afternoon Jay Tracey called to tell

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 "block" 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 just received a U.S. Office Education grant for the project referred to as SADV (Student Assistant Development of Materials Environment and Social Studies). The consortium, which is affiliated with the University of Colorado, offices at 856 Broadway.

Eight seniors from Boulder and Fairview High Schools are earning social studies credits (Continued on Page 2)
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, was that the final DBA meeting was decided to actually come up with severe request for alternatives to actually come up with several And we made lists of the advantages and disadvantages of each. As we composed the alternatives that none of us really felt be as good as we wanted it to be, and we closed off Pearl Street.

AFTER ALL, THAT WAS THE ORIGINAL REQUEST TO CLOSE OFF PEARL STREET, TO AUTOMOBILE TRAFFIC AND FILL PEOPLE!

If we let go of the idea of a pleasant, comfortable, visual core idea of the fair would be sensation with the Superblock--mundane fair.

Allan pointed out, "If we off Pearl Street, you know they're down on Pearl Street anyway!"

Janey asked the group, "If we were to go all-or-nothing--if we go all-or-nothing down on Pearl Street anyway to risk no fair at all for the elimination of Pearl Street?"

This was perhaps the hardest answer all year. We had to we consider the ramifications--how would everyone else feel?

--would sticking by the Pearl
Downtown Businessmen Study Alternative Plans For Fair

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tioned us to do before their next meet-
to them on--provide more specific in-
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of each. As we composed these lists, though, we dis-
covered 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
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 experi-
mentation 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 al-
ternative--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 an-
swer 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 unswerv-
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 not the only concern. We wanted to get people out to see the old buildings and talk to their friends without fear of their being hit. We wanted them to say "No," we were so hassle about it.

Off we went to the big DBA meeting, trembling in our boots. We might not be working on a project that almost seemed like a bit of fun. We were worried about it.
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 without 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."

"Well, there went our last chance to get out of it!"
"I appreciate the remarks that if the fair to our advantage, we are men. There are lots of bad merchants downtown area. If this was such a thing we were being offered, however, I would do it. I am convinced we will lose business that weekend. But I can. I did not see one last month's presentation. I see that only business will be affected. I do not time of the fair; weather is a other's Day is a big factor. But, give it a try. I think it will be pants for us. I could be wrong. Lillian would own my store, not we must recognize the fantastic these young people. We have to of our hair. If it does not work, back next year. If it works, great. reluctance we accept Boulder
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 finalising 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 Central Park, a permit for use of the Library and the Public Library, and the permits which may be obtained from your office and county agencies.

At this point we would need the following permits: the permit for closing the streets, the permit for use of the Municipal Library, and plans on activity locations in the downtown area. We anticipate the permits will be in hand in two weeks.

Enclosed you will find details on the locations of 14 permits needed for the following areas:

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.

Immediately following the DBA vote, we submitted our request for a street closing permit to the City Manager. Once the DBA voted to support us, a number of them went all out.

Ed Munson, the President of the Association, really wanted us to go. His shop was vacant, so he let us use a back room in the store for storage. We couldn't cover some of our advertising charges or the money we charged the downtown businesses couldn't be collected. We decided that the DBA should voluntarily help out in any way to help get us started.
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, a permit for Central Park, a permit for use of the downtown Library and the Municipal Building, and permits for various activities which will be obtained from your office and county agencies.

At this point we would like to request the following permits: the permit for closing the streets in the downtown area, a permit for the use of the downtown Library and the Municipal Building, and the City Manager's permit.

Enclosed you will find details on the locations of the Fair and plans on 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.

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.

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

Ed Hanson, the President of the Association, really went gung-ho. He loaned us his store's truck, he decided that the store's truck, he decided that the store's truck should be used for storage, he decided that the store's truck should be used for advertising, he decided that the store's truck should be used for advertising, he decided that the store's truck should be used for advertising, he decided that the store's truck should be used for advertising.

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

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

(5) All Fire and Health codes must be carefully followed.

(6) Fair security and medical supervision must be arranged at
Dear Karen,

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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.

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.
The wishes of the Downtown Merchants Association must be given first consideration in all Fair planning.

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

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

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

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:
The wishes of the Downtown Merchants Association must be given first consideration in all Fair planning.

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

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

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

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
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.
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 items 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.
May 10, 1972

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 1st for the Band Shell in Central Park. The dates the (3) permits good for is May 12, 13 and 14th, 1972.

Robert E. Key
Director of Parks and Recreation

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

To: Boulder Experiments
Date: March 2, 1972

I contacted the Parks and Recreation Dept. and we have to write a letter to Bob Kay 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.

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.

To: Karen

Date: 4/28/72

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.

Check out all Steve

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 - 15th and Paul

2. Concessions -- health permit needed; non-profit B.E. sponsored
   BE bread concession (Dixie heading up)--sold in 39' dome
   BE food, sales staff--selling BE bread and food from licensed restaurants, etc.

3. Concessions -- health permit/needed; profits not shared with BE? in dome
   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?
   Tico's taco stand -- need extra license?

SOCIAL SCIENCE EDUCATION

To: Concessions

flower sellers -- check
ice cream
candy

already have health food in dome - Dixie is handling

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

FIGURING OUT WHAT HAD TO BE
AND VENDING PERMITS TO COVER
DUCTION AND SELLING VENTURE
CONFUSING. THESE ARE SOME
FOOD PERMIT SITUATION FROM
BEFORE THE FAIR.
EDUCATION CONSORTIUM, INC.

Check out with Steve

Date:

Yes--no health permit needed, off-way--

extend outdoor cafe to make room
for forum

restaurant (on Broadway)--
i.e.-behind, in their own parking lot (therefore, not block rt. of way)

Center 1576 Pearl

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

Concession (Dixie heading up)--sold in 39' dome

ies staff--selling BE bread and food from licensed restaurants, etc.

not

s -- health permit needed; profits
shared with BE? in dome

no -- 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?

do stand -- need extra license?

SOCIAL SCIENCE EDUCATION CONSORTIUM, INC.

To: Concessions

Date:

flower sellers -- 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 PRODUCTION AND SELLING VENTURES GOT RATHER CONFUSING. THESE ARE SOME NOTES ON THE FOOD PERMIT SITUATION FROM ABOUT TWO WEEKS BEFORE THE FAIR.

Karen Wiley
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 M. Hilderson
Supervisor, SADMESS

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 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 has used the courthouse lawn: "Pancake Breakfast," as groups have used it on
2. The Pancake Breakfast used physical equipment, while we were concerned about physical equipment, on the lawn.
3. She said she had never asked Mr. Van Booven—he was too busy with this.

At our wits end—we had already sent the program to courthouse lawn given as the meetings—we resorted to this. We asked a friend who knew him if there had been some sort of problem. She wasn't able to reach him, but she did find out that Commissioner Van Buskirk, who replaces Van Booven, can use it" while reminding us to take care of it.

We breathed a deep sigh of relief that Next Time we'd count on anything until we had been OK'd.
ion to use the county courthouse lawn, on Pearl Street in the area we planned as particularly frustrating. You'll find at the beginning of this book trying to reach George Van Booven, County Commissioners, on April 17 about assumed that there would be no problem we'd been including the courthouse plans and Mr. Van Booven was one of Also, since this was an environmental care that no activities which lawn in any were to be carried on every day for about 2 weeks to call He was always busy or out of the office, told us. Early May, Karen said she'd try secretarial barrier. She explained our retary and asked if she would ask Mr. all us back. She didn't call back. called her again, she said the answer never let anyone use the courthouse cause it destroys the grass. 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 mistake 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.
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

Enclosure

By endorsement below, the National State Bank affirms its 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
Mr. Reich
National State Bank
13th & Pearl Streets
Boulder, Colorado 80302

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JOHN H. REICH
Vice President
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, preferrably in writing—in this case, send you a letter stating the arrangements made.
TO: Secondary Principals
FROM: Arthur E. Axelton, Director of Secondary Education
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 of flyers on Boulder Experiments - Fact Sheet and Marshall applications.
TO:               Secondary Principals
FROM:  Arthur E. Axelsson, Director of Secondary Education
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 of flyers on Boulder Experiments - Fact Sheet and Marshall applications.

AEA:ib

Though the whole SADDSS project was a joint project between the SSEC and the Boulder Valley Public Schools, we found that we had to get schools to sign a "permission" to ask for participation at the fair. We also found that, although we didn't need special "permission", we needed a letter from the Superintendents giving explicit sanction to our project as an acceptable, legitimate school activity.
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 how to go about getting the permits.

2. Be willing to do all the legwork yourself. The legal help you get from your lawyer 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, so we had to make some major changes in our plans—moving the dome—and take tasks we hadn't worked into our scheduling and manpower planning.—electric arrangements. And then, of course, there was the DBA episode in which we did us 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're making commitments and confirmations of your arrangements in writing. In the area of permits, it's probably better to do too much than too little. They don't want to know that you've "let is flow" area.

5. If you run into barriers which seem insurmountable, try to get some help 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, people don't pay attention to you, writing you off as "just a kid." When you get someone who is respected to help you get your foot in the door so you prove you're more than "just a kid." (On the other hand, sometimes being seen as "kids" impresses the living daylights out of people and they'll pay more attention if 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, really wasn't that hard to meet the required standards and get the necessary permits. Just took a little attention to detail and patience. And we also found out 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.
SUGGESTIONS FOR GETTING PERMISSION

Get someone who knows the ins and outs of local ordinances, regulations, etc. to help you out here. Someone in the city government or a local lawyer should be able to sketch out the kinds of permits you'll need, the standards you'll have to meet, and the procedures for getting the permits.

Be willing to do all the legwork yourself. The legal help you get from your "Consultant" probably won't include actually getting the permits. He's only there to tell you what YOU have to do.

Find out about permits EARLY. Not just permits in general--but about the specific regulations you'll have to follow, and whose OKs you'll need. They may set limits to what you can do. (We didn't find out until rather late about the fire regulations; as a result we had to make some major changes in our plans--moving the dome--and take on some extra tasks we hadn't worked into our scheduling and manpower planning,--electrical wiring arrangements. And then, of course, there was the DBA episode in which being late almost did us in.

Check out everything super-thoroughly. Don't ASSUME anything. Be very precise in finding out details on procedures and following through on the details. And, when possible, 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. This is not a "let it flow" area.

If you run into barriers which seem insurmountable, try to get some help from people who either "know the game" or "know the people." Though you will want to use "pull" and "contacts" only sparingly, you shouldn't hesitate to use them in a pinch. Especially if you're "kids" and your group hasn't established its "legitimacy" firmly. Sometimes, people don't pay attention to you, writing you off as "just a kid." When that happens, 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 "just a kid" 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 see if you can make it better on your own.)

Above all, don't let the bureaucracy get you down. We discovered that, after all, it really wasn't that hard to meet the required standards and get the necessary permits. Just took a little attention to detail and patience. And we also found out that, gee, there are some pretty good reasons for at least some of those rules.

--- aggressive, as we should have been in arranging an early DBA meeting.
getting
word
nitty-gritty
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.
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!
EOPELE GET AROUND. WE HAD
well as marshals and a
PERS STAFF AND A PROGRAM
sional activity turned in a
ne to Karen, detailing what
ed, and so forth. Volunteers
ng Friday night before the
ing the signs. There were
ing "recyclable trash," "food," and even
ing "fair directories." There were
CITIES:
# TOILET FACILITIES
for BOULDER EXPERIMENTS

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

*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! Yughh. 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 was Karen—in what we've come to think of as a little bit extreme—she snapped a tendon in her leg early the first morning of the fair.

Though we certainly didn't overtly say so, it was a nice safe feeling, having medics there just in case. And the third "emergency" medics had to handle was Karen—in what we've come to think of as a little bit extreme—she snapped a tendon in her leg early the first morning of the fair.

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

After hassling around with so many volunteers, we really learned to appreciate volunteers like the Boulder Free Clinic, who were willing to take whole chunks of a day to help out. We are extremely grateful for their help.
charge of trash barrels! Yuggh. get some huge metal barrels from 1, and had them distributed at ions throughout the fair. They airs--one for recyclable paper her for non-recyclable trash.

The third "emergency" that our medics had to handle was dumb old Karen--in what we've decided was a little bit extreme effort to get out of further work on the fair, she snapped a tendon in her left leg early the first morning of the fair.

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 should have a litter bag. You'll also have a package of Wash and Dry to use after clean-up. Pick up litter bags and Wash and Dry at the Fair Headquarters.

In addition to making the arrangements for toilet facilities, Barb worked with Janey to put together a clean-up contingent. They recruited "Junior Marshals" from the junior high schools. The Junior Marshals filled out a form giving basic info like their name and phone number, and had to have their parents sign it since they were under 18 years old. Then, Barb and Janey sent out letters to the Junior marshals 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 marshals picked up their name tags, arranged the lockers, and Wash and Drys at the Fair Headquarters. Most of the Junior marshals seemed to enjoy being a part of the clean-up crew. To them, clean-up was a pretty crummy job. A couple others spent more time seeing fair act! The whole system was designed to make the title "Junior Marshal" as well as the job as enjoyable as possible.
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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 Drys 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? ___________________________

__________________________________________________________

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 I am) 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, so maybe they had good reason to ask that we make more careful security arrangements.

So we tightened up our security plans.

Stan Kleiman, an SSEC staff member, and Eric Heitzel, Allan's brother, volunteered with a slight amount of arm twisting to head up Security. They met with the head of Boulder's Reserve Patrolmen to get some guidance about two reserve patrolmen to make an appearance during the fair on Sunday that you could see. If they were on duty, we thought they would be a real help.

Nonetheless, they were non-commital. "Give us a call," they said, "and we'll do what we can." The Downtown Businessmen were not the only skeptics. Many of our regular volunteers were also concerned about the possibility of a riot.

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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?

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, so maybe they had good reason to ask that we make more careful security arrangements.

So we tightened up our security plans.

Stan Kleiman, an SSEC staff member, and Eric Heitzen, Allan's brother, volunteered with a slight amount of arm twisting to head up Security. They met with the head of Boulder's 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, both the sheriff's department and the police department were within the fair site.
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.

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.

There were no reports of fights or otherwise tense situations, and for the most part the Senior Marshals didn't have much to do!

We're thankful for that!

### MARSHAL SHIFT SCHEDULE

<table>
<thead>
<tr>
<th>DAY &amp; TIME</th>
<th>EAST PEARL</th>
<th>WEST PEARL</th>
<th>MALL</th>
<th>PAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRI. 5-8 PM</td>
<td>DAVE RHODES</td>
<td>JOHN COLLINS</td>
<td>MATT FROM</td>
<td>KRS BROUARD</td>
</tr>
<tr>
<td>8-11 PM</td>
<td>DAVE RHODES</td>
<td>MATT FROM</td>
<td>KRS BROUARD</td>
<td>DAVE GIMPLE</td>
</tr>
</tbody>
</table>
MARKED PLAIN SHIFT SCHEDULE

<table>
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<th>WEST PEARL</th>
<th>MALL</th>
<th>PARK</th>
<th>ROVING</th>
</tr>
</thead>
<tbody>
<tr>
<td>DAVE RHODES</td>
<td>JOHN COLLINS</td>
<td>MATT FROM</td>
<td>KIRS BROVARD</td>
<td>SHAWN MCCOY</td>
</tr>
<tr>
<td>DAVE RHODES</td>
<td>DAVE RHODES</td>
<td>DALE GIMPLE</td>
<td>KIT RILEY</td>
<td>MAT FROM</td>
</tr>
<tr>
<td>JOHN COLLINS</td>
<td>JOHN COLLINS</td>
<td>BEN BARNES</td>
<td>VICKI SUTTON</td>
<td>DAN WYROKOWSKI</td>
</tr>
<tr>
<td>SUE BUCKLEY</td>
<td>SHAWN MCCOY</td>
<td>CHRIS FINN</td>
<td>DOUG MACOY</td>
<td>MATT FROM</td>
</tr>
<tr>
<td>SHAWN MCCOY</td>
<td>BILL WHITE</td>
<td>SHAWN MCCOY</td>
<td>BILL WHITE</td>
<td>DAN WYRASCHKI</td>
</tr>
<tr>
<td>BILL WHITE</td>
<td>SHAWN MCCOY</td>
<td>BILL WHITE</td>
<td>BILL WHITE</td>
<td>MATT FROM</td>
</tr>
</tbody>
</table>

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ports of fights or otherwise
, and for the most part they
didn't have much to do!
or that!

DALE GIMPLE | JOE LAW | JULIANE SMITH | ROY SIMPSON | DAN WYRASCHKI |
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 Flock Captains.

"I arranged for a camp trailer to serve as the HQ, which was essentially the headquarter for our volunteers and staff. The Fair Headquarters was set up in the camp trailer, which was located next to the Free Clinic. The trailer had a small office area where Connie could work on her phone and receive messages from the volunteers and staff.

"I assigned staff in pairs to guide and assist the public in any way they could. The staff was responsible for answering questions, helping with set-up and take-down, and assisting the volunteers and participants."
charge of setting up and running the fair?

Fair Headquarters committee, with Connie at
headquarters, with communications lines
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Head Fair Headquarters committee was es-
ly tied up with that of space and
set-up, take-down, and the Block Captains.

"I arranged for a camp trailer to serve as the facility and
the next step was to see that I knew everything about the
could handle any situation that might arise. I
had lists of volunteers; 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 for
marshals and other staff involved in the fair and coffee.

I assigned staff in pairs for two-hour shifts. They were

---Connie
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.
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 consisted of meetings. Then there but still very helpful several but not all of them in to help here and there. A few people would show up 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.
The people who attended the event were not enough to handle all the supplies immediately before. So we had to find all kinds of volunteers.

Janey took charge—and boy did she make up a chart for volunteer phone numbers and tasks in recruiting trips to the school. From her master list of interested seniors, she was able to find 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 coordinators with helpers. And not only did she manage to find all kinds of volunteer people—she even located some volunteer trucks:

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rick Marchetti</td>
<td>994-3878</td>
</tr>
<tr>
<td>Joe Arneson</td>
<td>443-3173</td>
</tr>
<tr>
<td>Susan Steinberg</td>
<td>443-2827</td>
</tr>
<tr>
<td>John Burrows</td>
<td>443-2472</td>
</tr>
<tr>
<td>Dale Bowman</td>
<td>443-3771</td>
</tr>
<tr>
<td>Susan McCarthy</td>
<td>800-5511</td>
</tr>
<tr>
<td>Andy Smith</td>
<td>443-3105</td>
</tr>
<tr>
<td>Bill Clark</td>
<td>443-1923</td>
</tr>
<tr>
<td>Paul Jones</td>
<td>443-9788</td>
</tr>
<tr>
<td>Sue Thompson</td>
<td>443-5789</td>
</tr>
</tbody>
</table>
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 int
We simply didn't have time to loc different kinds of equipment need task off on the exhibitors. In o had visualized doing the quarterm Even til about the end of April w offering to get just about everyt came the crunch. We took a sober able (for once), decided we could the exhibitors to go this one on were usually quite happy to do.

All this is not to say we didn't. Quartermaster. We still had to f and stage equipment (speakers, mi we had to provide electrical curr equipment of the exhibitors. And overnight storage for all this eq the exhibitors brought and develop for checking equipment in and out the right tables and chairs back

But overall Quartermaster went ra some of the other major areas.
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It was very simple--we asked all the exhibitors to supply their own equipment, except for the audio-visual equipment. (We offered to try to help them if they couldn't find any audio-visual equipment, but strongly suggested they do a search before coming to us for help.)

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 until 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 man-hours 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.
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.
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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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 and pamphlets.
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)

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

Three tables
Electricity
Slide projector 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 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.
<table>
<thead>
<tr>
<th>Specific Location</th>
<th>Times</th>
<th>Activity Name</th>
<th>Sponsoring Organization</th>
<th>Name &amp; phone of Person in Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>A-10</td>
<td>10am 10am 7p 5p</td>
<td>Electric demonstration</td>
<td>Air Force, CU</td>
<td>Steve Boucher, Room 183C 443-0349</td>
</tr>
<tr>
<td>B-1</td>
<td>10am 7p 5pm</td>
<td>Computer Card recycling display</td>
<td>IBM</td>
<td>Jim Masley, 6300 Diagard 447-1900</td>
</tr>
<tr>
<td>B-2</td>
<td>10am 7p 5pm</td>
<td>Total recycling and power generation and slide presentation</td>
<td>Combustion Power, Inc.</td>
<td>Roman Ramsey &amp; Gino Wilson 1346 Willow (415) 3</td>
</tr>
<tr>
<td>C-1</td>
<td>10am 7p 5pm</td>
<td>Air pollution testing</td>
<td>Boulder County &amp; City Health Dept</td>
<td>Jack 3x</td>
</tr>
<tr>
<td>C-2</td>
<td>10am 7p 5pm</td>
<td>Stained glass demonstration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-3</td>
<td>10am 7p 5pm</td>
<td>Oxygen display</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-4</td>
<td>10am 7p 5pm</td>
<td>Alternative life-styles informa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C-5</td>
<td>10am 7p 5pm</td>
<td>N.A.E.M.C. slide</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Activity Locations, Equipment, Times, Etc.

<table>
<thead>
<tr>
<th>Activity Name</th>
<th>Sponsoring Organization</th>
<th>Name &amp; phone of Person in Charge</th>
<th># Tables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric demonstration</td>
<td>Engineering, CU</td>
<td>Steve Bouwer&lt;br&gt;Room 183C, UTC campus&lt;br&gt;443-0349</td>
<td>0</td>
</tr>
<tr>
<td>Computer Card Recycling Display</td>
<td>IBM</td>
<td>Jim Whiteley&lt;br&gt;6300 Diagonal Hwy&lt;br&gt;447-1900</td>
<td></td>
</tr>
<tr>
<td>Total recycling and power generation film and slide presentation</td>
<td>Combustion Power, Inc.</td>
<td>Ken Murray&lt;br&gt;6136 W. 52nd&lt;br&gt;415-3</td>
<td></td>
</tr>
<tr>
<td>Air pollution test vans</td>
<td>Boulder County and City Health Dept.</td>
<td>Jan 3rd</td>
<td></td>
</tr>
<tr>
<td>Stained glass demonstration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neon display</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Alternative life-style information:
- WAVEC slide
- The air shine

---

**CHANGES:**

- Stained glass display is now C-10, is now C-2.
- David Levick, formerly C-10, is now C-2.
- Stained glass, E-10, will have a 15-minute show every hour on the hour.
- Magic show, Saturday night, will have his own sign to announce Lamont Saturday night.
- Assisting Sam would like us to furnish him with a:

---

**To All Holders of Master Lists:**

Karen Smith, May 10, Changes in Master Lists
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 ____________________________
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.

**BLOCK-CAPTAINS**

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area A</td>
<td>Pearl Street-Broadway to 13th</td>
</tr>
<tr>
<td>Area B &amp; C</td>
<td>Majestic Savings Community Room</td>
</tr>
<tr>
<td></td>
<td>13th St. from alley south to Pearl</td>
</tr>
<tr>
<td>Area D</td>
<td>13th St. south of Pearl to Alley</td>
</tr>
<tr>
<td>Area E &amp; F</td>
<td>Pearl Street 13th to 14th</td>
</tr>
<tr>
<td></td>
<td>Forum in front of Fred's</td>
</tr>
<tr>
<td>Area G</td>
<td>Courthouse lawn</td>
</tr>
<tr>
<td>Area H - Area O</td>
<td>miscellaneous</td>
</tr>
<tr>
<td>Area P, Q, R</td>
<td>Library, Mall and Municipal Bldg.</td>
</tr>
<tr>
<td>Area S</td>
<td>Central Park and Bandshell</td>
</tr>
</tbody>
</table>
Mostly people on the SSEC and we conned into helping with down the fair and "mother-who needed help within their the fair. Each blockhead ity blockful of exhibits

(fondly knowns as "Blockheads")

<table>
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<tbody>
<tr>
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</tr>
<tr>
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</tr>
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</tr>
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</tr>
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<td>Area H - Area O</td>
</tr>
<tr>
<td>Area P, Q, R</td>
</tr>
<tr>
<td>Area S</td>
</tr>
</tbody>
</table>
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.
after the fair site. There were exhibits, and chairs in their places. They checked on the equipment once in a while to see if it was all right. They all helped to fix things they wanted to. I passed by on the way home, and every exhibit was placed where it was supposed to be. I could only see the sign, but the exhibits were all right.
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 barricades were set up in the right places, the tables and chairs were put up in the right places, and that all the signs got put up in the right places. And then they had to 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.

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 did all this quietly and efficiently, so 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 of the fair weekend.)
In our post-fair era...

"What were the major hassles during the fair...dome."

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

From the very beginning of the fair idea, Steve McElroy seemed to have a fascination with 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 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 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 structures, to agree to furnish the forms and leadership for the 39-foot dome to be raised in the fairgrounds library parking lot. And he'd promised them that he'd have a passel 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 muddled around for most of the day, trying to iron out problems of placement and other such details. Friday morning--same story. Everyone just kinda hung around, not knowing 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 the 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 to zip right over with it's very costly crane and it's very highly paid crew just to put up our little ole dome. Maybe you ought to be calling your firm asking them to come down and help out. Maybe even ask KRNW to ask for help. See you after lunch!"

Karen drove back past after lunch. Nearly curbed her car when she saw a Public Service Company crew struggling to lift sections of the dome into place.
From the very beginning of the fair idea, Steve McElroy seemed to have a fixation on Buckminster Fuller domes. He kept talking about having lots of big and little domes all over the fair site. The rest of us thought it would be nice to have domes, but didn't trouble ourselves too much in working to get them. Steve, on the other hand, proved himself dead serious about domes.

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

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 tog permission to use the buses and John Rifkin had found an insurance company that wo insurance at a decent price. When I picked it up, I just had to contact all of th find drivers for us and get the bus routes figured out and bus signs put up before

These are some of the problems I ran into. The drivers seemed sort of resent taking up their time—not all of them, but some of them did. Some drivers, after when we later called back to give them all of the information, we could not contact Originally we wanted to have nine buses, but we got down to six because we could n drivers. During the weekend three of the drivers did not show up. This caused mo of the other drivers just walked off. They said they had volunteered for so many parked their bus and left, which left us in kind of a predicament. It all worked found other people to drive them.

Another problem was figuring out the bus routes. We talked to Dale Moburg an priorities and then came up with the bus routes. We also discussed what type of t use for markers. We made four-foot shafts with BE painted on them and maps of the a card attached to the stake. After we had talked to all of the bus drivers, the came for me, and that was getting all of the bus drivers scheduled for a certain t three shifts a day—9 to 12, 12 to 3, and 3 to 6. I had to put all the drivers do then we had to call them all back up and tell them what their times were. Then we because some of the drivers started to say things like, "Well I am only going to b 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 al 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 These letters said "yes" or "no" I will drive, and they had a return envelope with 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 wierd things on my head was the last week before was like everything was coming to a head and it was really nerve wrecking. Like I the transportation was going to come off or not, and then there were the demonstra my head felt like it had a big 100-pound weight taken off of it, as I thought—we fair wasn't going to happen. And then the next day we come in and the fair is stil of a sudden this big thing came crashing back down on my head and my head kept tel
When I started on Transportation, things were already pretty much getting together. We had Jon to use the buses and John Rifkin had found an insurance company that would cover the cost at a decent price. When I picked it up, I just had to contact all of the bus drivers to 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 that I was using their time—not all of them, but some of them did. Some drivers, after the first contact, later called back to give them all of the information, we could not contact them again. All we wanted to have nine buses, but we got down to six because we could not get enough drivers. During the weekend three of the drivers did not show up. This caused more problems. Other drivers just walked off. They said they had volunteered for so many hours so they left, which left us in kind of a predicament. It all worked out because Tedd and other people to drive them.

Another problem was figuring out the bus routes. We talked to Dale Moburg and figured out our routes and then came up with the bus routes. We also discussed what type of things we should put on the bus signs. We made four-foot shafts with BE painted on them and maps of the routes stapled on them. After we had talked to all of the bus drivers, the biggest problem was, and that was getting all of the bus drivers scheduled for a certain time. We used shifts a day—9 to 12, 12 to 3, and 3 to 6. I had to put all the drivers down for a time and had to call them all back up and tell them what their times were. Then we had a big problem some of the drivers started to say things like, "Well I am only going to be here Saturday" or "I have people coming Sunday" or "I don't want to work Sunday night." or something like that. So we had to mail letters to all of the drivers who had said over the phone that they would drive for us. Letters said: "Yes" or "No," I will drive, and they had a return envelope with our address on it. Sort of a headache every day coming in to a stack of them and some of them said "no" after we 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 and that everything was coming to a head and it was really nerve wrecking. Like I didn't know whether transportation was going to come off or not, and then there were the demonstrations on Wednesday and felt like it had a big 100-pound weight taken off of it, as I thought—we all thought—the thing wasn't going to happen. And then the next day we come in and the fair is still on and then all of a sudden this big thing came crashing back down on my head and my head kept telling me don't do
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 no

One of the last things I did on Transportation was on the Friday before the at 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 the were going to start up again, they would just pull the buses right out from under it 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 sh 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 hadn'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 an Broadway and saw one of the buses and it was really a gratifying experience.
't do it and I felt I was going crazy or something. I just went ahead and it sort of all worked out 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 bus station and handed out all of the folders to the drivers. In each folder there was a roster count sheet, a map of the route, and a schedule of all the bus drivers with their times.

I took those down plus the BE signs for the buses and I talked to the two head guys. I thought school bus system--and it was sort of a strange thing, like they didn't know anything about key were committing their buses to--they didn't know anything about the fair at all. They said that it upset me and that was that if there were any signs that the demonstrations would start up again, they would just pull the buses right out from under us. This sort of rings to me when I figured I would have to call those bus drivers and tell them not to be 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 know if they were going up or not. We gave people the hammers and maps showing them where. 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 seen any of the school buses on the road way down there and I thought "wow" maybe they had the school buses out from under us or maybe the drivers did not show up. All of these bad were going through my head. But then, I was standing in front of the HG and I looked towards y 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 anyone 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:

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 anyone 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 X8115 or 443-1370 between 1-4 PM). Thank you once again.

Sincerely,

John Rifkin
Boulder Experiments

[Handwritten note]

Please make sure to drive as scheduled for the Boulder Experiments Fair.
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 CONROD'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.
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.
## Boulder Experiments
### Bus Driver Schedule

<table>
<thead>
<tr>
<th>Name</th>
<th>Rt #</th>
<th>Bus #</th>
<th>Rt #</th>
<th>Bus #</th>
<th>Rt #</th>
<th>Bus #</th>
<th>Rt #</th>
<th>Bus #</th>
</tr>
</thead>
<tbody>
<tr>
<td>Larry Payme</td>
<td>I</td>
<td>63</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carroll Comstock</td>
<td>I</td>
<td>63</td>
<td>I</td>
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- Tom Rhinehart
- Dereck Paulson
- Dennis Devor
- Berniece Locker
- Mary Foley
- Larry Juhl
- Eric Wagner
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.
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PARADE PROGRAM at the bandshell

Sunday, MAY 14

FOR MORE INFORMATION CALL:
DICK HAM
444-4866

Sponsored by Boulder Experiments and PLAN Boulder County
Boulder experimental fair
planned for later this spring

Environmental Fair Shap

This May, Boulder will have an opportunity to participate in a fair to conduct experiments in pollution solutions. The fair will be called "Boulder Experiments" and is aimed at offering people a chance to experience different solutions to problems such as transportation, recycling, and education planning.

The fair is to be dominated by a group of student organizers, with a coordinator from the Social Studies department. It is funded by a federally-funded grant.
Environmental Fair Shapes Up

This May, Boulder will have an opportunity to participate in a fair to conduct experiments in pollution solutions. The fair will be called "Boulder Experiments" and is aimed at offering people a chance to experience different solutions to problems such as transportation, 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 Rasmussen, Allan Helvetz, Karen Wiley, Steve McElroy and Suzanne Blahk.

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
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 happening having fun, is urged to attend Boulder Experiment.

BOULDER EXPERIMENT, scheduled for the and all day on 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 how you can help, or to volunteer special talents or random energy, call us or drop in at the office. We are located at 355 Broadway and the phone number is 43-1370, or, if busy, 43-1335. Open 8-5 Mon. thru Fri.

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.

So...we nabbed one of the ERIC/CHESS staff, Sharon Ervin, the world's greatest saleswoman, to know a lot about publicity and also had a lot of area newspapers. She was ideal for the

Janev Brunton
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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 or the energy, call us or drop in at 855 Broadway, which were located at 355 Broadway, and also had a lot of contacts with area newspapers. She was ideal for the job.

So we nabbed one of the ERIC/ChESS staff members, Sharon Ervin, the world's greatest saleswoman. She knew a lot about publicity and also had a lot of contacts at the Public Library, and in Central Park, and in the grassy area between Canyon and Spruce Sts.

She was ideal for the job. She knew a lot about publicity and also had a lot of contacts with area newspapers. She was ideal for the job.

Janev Brunton
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.
Demonstrator Carried Off

Police in gas masks carry off a demonstrator after he refused to move when tear gas was 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 150 groups, organizations, and individuals. Most of the activities will take place on Saturday, May 13 and Sunday, May 14, with a few traditional send-offs Friday evening.

A collection of country and western, classical, jazz, folk singing and dancing will begin the activities of the fair at 6:30 p.m. to 9:30 p.m. in the bandshell in Central Park.

Broadway to 14th will be closed and 13th St. from Spruce to Walnut. The area will form the mall of the fair with additional activities in the park.

The buses will stop at 38 designated pick-up points every 15 minutes. Riders on the buses will perform 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 the police will perform.

Increased Bus Services Offered For Fair

A.m. and 6 p.m. on May 13 and May 14.

Along the way, going into the downtown central area from the south will stop at Community Hospital, Portland, Maxwell, Mapleton, Spruce and Spruce. The buses will stop at 38 designated pick-up points every 15 minutes. Riders on the buses will perform 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 the police will perform.

Anti Viet Nam Disrupt Boulder

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.

"Irate citizen" the City Manager to the police with calls thursday on Tuesday.

Police Chief criticized the police for "saturate" the news services the overall fair and on Saturday.

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.

Unfortunately, much of this coverage was lost in the overwhelming competitiveness of public relations. The first day, however, when the police felt the blockading the bridge to the Turnpike

During the last week before the fair, Maggie Banman ran fair in the Boulder Daily Camera and covered the coming fair thoroughly in the Boulder Experiments.

For everyone else was busy covering the competition. Only one person was busy covering the competition. Only one person was busy covering the competition.
Anti Viet Nam Protests Disrupt Boulder Streets

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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.

"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 Venders' efforts to control the demonstrations calmly.

Mayor McLean's Statement

(Following is a statement issued Tuesday by Boulder Mayor Rich McLean, concerning anti-war demonstrations which blockaded streets and brought property destruction.)

I can readily understand the high feelings of those who are opposed to President's recent action. I am appalled by that move, but those who react violently and illegally should be even more appalled at themselves. They are hypocrites. They followed the same course morally, as those they condemned.

The way to express disagreement with political decisions is through the streets.

The following is a press release from the Boulder Daily Camera, which covered the coming Fair thoroughly in the weekly Town and Country Review in the pre-Fair issue. And KBOL, KIMD, and KDEN, Local radio stations, ran spots on the Fair from May 13 through May 14.

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 pick-up points minutes. Riders on Broadway to 14th will be closed and 13th St. from Spruce to Walnut.

The area will form the mall with additional activities in the park and See Page 39

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During the last week before the fair, we attempted to "saturate" the news services with Boulder Experiments Fair coverage. Maggie Bauman ran a number of stories on the overall fair and on specific activities at the fair in the Boulder Daily Camera. Kathy Miler also covered the coming Fair thoroughly in the weekly Town and Country Review in the pre-Fair issue. And KBOL, KIMD, and KDEN, Local radio stations, ran spots on the Fair from May 13 through May 14.

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.

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.

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Explore Environment

By MARGARET BANMAN
Daily Camera Staff

Many young organizers of this year's Boulder Experiment Fair are committed to the idea of a Superblock environment within the city, the process of planning their experimental one being piloted in 10 Denver area schools, including Fairview High School under a grant from the U.S. Office of Education. She is helping to promote interaction between students and fair visitors free of charge, whether they are environmental and social science enthusiasts or just people who are interested in exploring both social and physical environments. That's what the fair is about.

The experiment fair is being held this summer in Boulder, Colorado, and is open to all students in the area. The fair is divided into six main sections: Science, Technology, Art, Literature, History, and Social Science. Each section features a variety of exhibits and activities designed to engage students of all ages in learning about science, technology, art, literature, history, and social science.

One of the most popular activities at the experiment fair is the Superblock project. The Superblock is a large, rectangular area in downtown Boulder where students can create their own environment. They can build their own buildings, install their own water systems, and create their own roads. The Superblock is a hands-on, interactive experience that allows students to explore the many facets of environmental science.

Another popular activity at the experiment fair is the EcoCenter Recycling Center. Students can bring their recyclable materials to the center and learn about the different types of recyclable materials. They can also learn about the benefits of recycling and how it can help to reduce pollution.

The experiment fair is open to all students in the area, and is a great way to learn about science, technology, art, literature, history, and social science. It is a fun and educational experience that is sure to be enjoyed by all.
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.

Bus Loans

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.

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.
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 are at various locations, including Broadway, Baseline Shopping Center, Rosedale, and others.

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."
Extra Bus Service Set For Boulder Experimental Fair to test aspects of city's life

Boulder Experimental Fair

Buses will stop every 15 minutes, between 9 a.m. and 6 p.m., at many locations including city both Saturday and Sunday. Bus stops served by three routes: Buses will stop every 15 minutes, between 9 a.m. and 6 p.m., at many locations including city both Saturday and Sunday. Bus stops served by three routes: Euclid, Pen-...
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—as 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.
OF THE MOST AVID NOTE-TAKERS IN OUR GROUP. THIS IS ONE PAGE OUT OF THE FAT NOTEBOOK OF
CUMULATED TROUBLE IS, NO ONE ELSE COULD REALISE "RES .

K. S.
Jack Stoker

Jerry Henderson
1944-1971

Main Problem: Grossroads - Box in Shopping Center

Larry Grossman

Richie Kline - U.H. A. Italia 936-7424

10:30-11:00
297-5455
Mr. Denton

Mike Miltow

Y.M.C.A. + Newspaper. This is one of the men who tied corrugated cardboard flat with

Miltow's magazine. This is one of the men who tied cardboard flat

#7/ton's. comp. paper

Nasir Pace 201

33-630-520-530

John was one of the most avid note-takers in our group. Trouble is, no one else could read his notes.

YMCA + Newspaper tied cardboard flat
Fried S magazine, untied
comp. paper, cards
#7 / ton + sons.

Cont. Care Recycling
777 - 266

Call Yerash Barter
before 8 AM or at 11 AM.
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 recycling drive. It could be put it would be for storage products.

I would like to be able to grant this request, with a provision requiring them to have everything out and the building cleaned up by May 15.

Best,
John Rifkin
Dear MS. Sheppard:

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priv 11, for your reply. Thankyou.

e,

Rifkin

To Melba: Melba
OK
Ted Tedesco

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.

[Signature]
Supervisor

[Signature]
Executive

May 16 - Call from Melba hasn't been cleared to city. Connie tries to John and find out where it is. No luck. Then tries to reach John. Then tries to reach staff who know of it. No luck.

May 17 - Same story.

May 18 and on - Same story.

June 1 - FINALLY, Dionysus. No one can find the city!

August 7 - Bev finds Dionysus note in desk to a girl she June. Connie Sheppard.

Needless to say, the city was with us. 
CONTRACT

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facility, the furniture, and the equipment are pr
Boulder; the above named group is responsi
by May 15, 1972.

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 Bouding 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 unhealthful store-bought food, if you don't want to. You have POWER, in your skills!" He wanted to "empower" people.

I had been reading a lot about formation networks--a way for people to find each other, learn skills from those skills. I was very interested in education. I visited the Institute for Non-Denver to do some and got a copy of "The Automated American Friends"
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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.
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The whole continuous process, of learninghow to bake bread from the start, baking it, and then selling it, was really a very valuable thing. The people who worked on it that I talked to since the fair still feel pretty good about the experi-
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 of 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 above, the peace activities (which, by the way, included both sides of the debate, but in the way of a completely successful fair not only who thought the topic not related to environment) by diverting the attention of some of the staff resulted in arrangements for our originally planned activities.

That's something we should have been more careful about. We need a clear focus on our goals, even in times of crisis.
I got somewhat diverted from his main work week before the fair. Steve was a political radical. When the "Day of Action's" energies were consumed with the anti-war stuff, Steve spent so much time the last week on anti-war activity that he didn't have enough time to do any final follow-up. Then I would have at least known what things weren't 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 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.
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 principles saying that we were legitimate. He said that he would put a notice in the administrative bulletin.
LUCY IN SCHOOL COORDINATION

Working with the school originally at in the first session of brainstorming up with so many projects for schools to try contain ourselves. Allan and Steve basic groundwork; they had written up immediately Lucy and I knew that many of their involvement were unreasonable, and it linking of new ideas. Their ideas included:

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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 the 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, and principals, we divided them up. Louise had Mapleton because she had gone to school University Hill because she had gone there. We also chose Eisenhower Elementary, a teacher who expressed interest and it is a very new open-space school. Nevin Place was the 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, and information sheets and application forms. Many of them responded enthusiastically.

We gave the schools a choice of organizing their own activities or using ours. We suggested, but we would like 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 domes. Misty Mountain also did a poster contest and constructed little domes. Misty Mountain itself had its own idea: a trash survey, which was displayed at the fair. We also gave 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 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 to the 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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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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We are going to try to facilitate a modified Adventure Playground in connection to Boulder Experiments, an environmental fair that will be held downtown. The idea behind Adventure Playground stems from the Scandinavian Playgrounds that emphasize the use 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!!! — 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 students from the environmental design school, who have built them, drew up.
We're going to try to facilitate a modified Adventure Playground in connection with the Boulder Experiments, an environmental fair that will be held downtown. The idea of the Adventure Playground stems from the Scandinavian Playgrounds that emphasize the utilization of junk materials that kids use to build their own structures. The most important being that kids can manipulate their environment. We need HELP!!! --- resources to supervise during the playground hours——junk collectors to help before the ----and TRUCKS. The following is part of a very elastic plan that some students of the environmental design school, who have built them, drew up.
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
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THE BUILDING PLAYYARD - A CREATIVE AREA

OBJECTIVE

Children often prefer playing in 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 "eoliths", 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!!!

1. 12 trout
2. wire mesh cage

✓ cement culverts, steel
✓ parachutes
✓ telephone poles as many as 12 yards possible

6. 2-4 pieces of 4 by 8' plywood
7. 2 by 4's and 2 by 6's from quarter cut wood
8. hammers, saws, rakes, shovels, wheelbarrows,
9. 10 bricks
11. 1/2 yards of sand
17. animals (guinea pigs, rabbits, etc.)
and cages
✓ 3. 60 bales of straw
14. rope (100 ft.)
✓ 15. tires-60
16. chalker (lime chalker)
17. post-hole digger
18. cardanard heavy-duty double-wall
19. pump
20. old billboards
21. bathtub
22. paint tempura
✓ 23. 50 lbs. of nails (8 penny and 10 penny)
24. cardboard heavy-duty double-wall
25. roll of polyethylene
26. polytape
27. gun
28. extension cord
29. TRUCKS

1. Boulder Fishing and Gun Club
2. " 
3. university, Banyon Tree
4. army surplus, airport
5. Orville Nadgewick-public service
6. lumber yards
7. same
8. place on Pearl?
9. free schools, construction, farm.,
hardware stores, GSA, hammers & shovels
10. Valmont brick company
11. Flatirons gravel
12. New horizon: and Banyon tree
13. Hidden Valley Ranch
14. try public service
15. sos tire, Ward's auto etc
16. university
17. city, C.U.
18. paper companies- try Golden
19. community-farm
20. advertising agencies
21. banyon tree
22. free-schools
23. GSA - 65 lbs on 68's
24. Flatirons cement and gravel or any
25. construction company
26. Stan
27. Stan

% last priority if too complicated

Bill Brady
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.

4/15/72 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.

4/24/72 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:

<table>
<thead>
<tr>
<th>NAME</th>
<th>PHONE</th>
<th>CAN HELP ON</th>
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4/26/72
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<th>PHONE</th>
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<tbody>
<tr>
<td>Stan A. Mathis</td>
<td>449-8520</td>
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<tr>
<td>Jude Rifkin</td>
<td>444-2218</td>
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<td>Roger Resneck</td>
<td>442-2729</td>
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<td>NAME</td>
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<tr>
<td>Christine Wolf</td>
<td>443-9306</td>
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<tr>
<td>Butch Smith</td>
<td>443-7916</td>
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<tr>
<td>Jean Jacobson</td>
<td>494-1023</td>
<td>(½ day probably - ? )</td>
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<tr>
<td>Helen Klein</td>
<td>444-3512</td>
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<tr>
<td>Steve Hodes</td>
<td>494-4148</td>
<td>X (on and off)</td>
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<tr>
<td>Suzanne Marsden</td>
<td>443-9029</td>
<td>½ day? X X</td>
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<tr>
<td>Pat Jones</td>
<td>447-9271</td>
<td>after 3:30 X possibly</td>
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**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.
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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.
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
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
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 Turnpike, snarling traffic en-
tering 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.

Peace Demonstrators Dispersed

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 to break up the crowd then gather
Broadway, later
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 issues? Shall we go ahead with the fair or call it off? Can we go ahead with the fair or not? Who's willing to keep working full time on the fair? Who wants to shift over to the planning committee? Do the businessmen want us to call off the fair? What do the city government people think? Can we go ahead with the fair or not? 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-related exhibits in the fair? Will that destroy or get in the way of our original emphasis on Boulder's cultural heritage? What would the volunteers and exhibitors want us to do? Will the schools allow their buses? Should we increase security? Will people feel it's safe to bring their children? 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 activism? Could we postpone the fair, until the next weekend or the next, or will the loss of that week (who will be gone because finals will be over) diminish the fair too greatly? Is war an underlying mental problem, too? Is such dissension as we're seeing today a part of Boulder's soul that merits attention at the fair? Do you feel that the course of events has simply taken 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
your priorities? Are you more concerned about war/peace problems or environmental problems?

Can we go ahead with the fair or must we call it off? Who wants to shift over to the anti-war movement?

What do the city government people think? Will things be enough by Friday to not endanger the fair? Is there a chance of violence breaking out at the fair?

Would it help to include some last minute war/peace activities? 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 still let us use them? Should we increase security? Will people feel it's safe to bring their kids to the fair?

If any of our volunteers and exhibitors decide to drop out, either to work on the anti-war demonstration or for fear of violence at the fair or from distaste for war/peace activities we might include? Should we postpone the fair, until the next weekend or the next, or will the loss of the University people be gone because finals will be over? Diminish the fair too greatly? Is war really an environmental problem, too? Is such dissension as we're seeing today a part of Boulder's social environment so attention at the fair? Do you feel that the course of events has simply taken control of the situation right out of our hands? Do you feel almost helpless?

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.

bjw
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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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.

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.

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It seems to me that is was pretty clear—although even this was fuzzed 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 horsepower 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 SADNESS 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 SADNESS 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.
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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.
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 continued to keep the anti-war activities in to keep the fair cool. The fair should be off-limited other than rational and related to the war/peace problem a

By the end of Wednesday, it seemed to us that we'd have gotten by. The former enthusiasm and a fair had returned, and we'd fact that we'd just have to make up for our manpower best we could to get the fair by Friday night.

But we continued to worry about the week's troubles would obscure the point of the fair—a hateful and unhappy event or 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" (though really an indication that activities were topsy turvy? So they were.
WEDNESDAY
MAY 10, 1972
Business as usual

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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
tting it all together
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."
After it was all over, Allan said, in response to the question "What 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 wouldn't be held. The most unexpected thing was to be down on the street Friday night."
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 then... 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!
of course, lessles on Saturday exhibitors didn't made complaints, find so-and-so, etc. NOTHING compared work that came before!

the tests of how well our project together ther you can settle and enjoy it once read. We could!
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 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.
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-- the Saturday night show in the bandshell was 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 freeezing! 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!
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 GROW TO SELL. NO RULES TO BEGIN WITH — PERHAPS IF RULES COULD BE MADE, COLOR TV'S AND CARS STARTED BEING SOLD 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
EVERY SUNDAY — SAY 12 TO 7 PM BETWEEN
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EVERYONE COULD BRING WHAT THEY MADE
OR GROW 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
NEEDED IS PERMISSION TO BLOCK THE STREET
AND A CLEANUP CREW —

LET'S DO IT!

5-14-72
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.

EVALUATION:

We plan to evaluate several aspects of the fair:

1) We plan to have a survey questionnaire to be filled out on site by those who visit the superblock area. The questions will probably be in the form of Likert scales, multiple choice, and perhaps one open-ended. They will ask for 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 provided by the fair. As with the superblock, we will ask questions about reactions to the increased 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 educational," 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 the area 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 experiences preparing the fair; we are keeping files of our calendars, of meeting minutes, newsworthy articles, advertising, etc.; and we will interview volunteers who worked at the fair after it is over.
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2) We plan to have a survey questionnaire on the increased bus service during the fair. As with the superblock, we will ask questions about reactions to the bus system on the particular days of the fair and possible use of improved bus 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 fun," 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 near future; a question about complaints; and so forth.

4) We plan to involve some sociology classes from the schools in a survey of 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 experiences in preparing the fair; we are keeping files of our calendars, of meeting minutes, of news articles, advertising, etc.; and we will interview volunteers who worked on the fair after it is over.
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 actually made included:

what we actually did evaluate
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:

1. What is your overall reaction to the Fair? (6, 3, 4, 1) Inefficient worthwhile
   a. positive
   b. boring
   c. ineffective
   d. enjoyable
   e. well-organized
   f. useless
   g. happy
2. Why did you come to the Fair? What attracted you? (6, 3, 4, 1) read about -- saw poster
   a. heard about it from friends
   b. heard about it from family
3. With whom did you come to the Fair? (6, 3, 4, 1) other (g)
   a. friends
   b. parents
4. What aspect of the Fair have you enjoyed the most? (6, 3, 4, 1) closing of downtown streets
   a. what specific exhibit or activity have you enjoyed?
4b. What specific exhibit or activity have you enjoyed?
5. What aspect of the Fair have you enjoyed? (6, 3, 4, 1) nature of exhibits and activities
   a. Would you like to see a similar Fair?
5a. If yes, why? (6, 3, 4, 1) age? (age range, job, etc.)
   b. If no, why?
**Interviews at the Fair of People Attending.**

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 fairgoers 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 go 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 were:

<table>
<thead>
<tr>
<th>1. What is your overall reaction to the Fair?</th>
<th>2. Why did you come to the Fair?</th>
<th>3. With whom did you come to the Fair?</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. positive</td>
<td>a. heard about it from friends</td>
<td>a. friends</td>
</tr>
<tr>
<td>b. boring</td>
<td>b. heard about it from family</td>
<td>b. parents</td>
</tr>
<tr>
<td>c. educational</td>
<td></td>
<td>b. other family</td>
</tr>
<tr>
<td>d. ineffective</td>
<td></td>
<td>c. other</td>
</tr>
<tr>
<td>e. enjoyable</td>
<td></td>
<td>d. other</td>
</tr>
<tr>
<td>f. well-organized</td>
<td></td>
<td>e. other</td>
</tr>
<tr>
<td>g. useless</td>
<td></td>
<td>f. other</td>
</tr>
<tr>
<td>h. happy</td>
<td></td>
<td>g. other</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>1.</th>
<th>2.</th>
<th>3.</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

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**Answer Key:***
- What attracted you? (read about it in the paper)
- Why? (saw posters advertising it)
- other (please specify)

<table>
<thead>
<tr>
<th>4a.</th>
<th>4b.</th>
<th>5a.</th>
<th>5b.</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>b.</td>
<td>a.</td>
<td>b.</td>
</tr>
<tr>
<td>what specific exhibit or activity have you enjoyed the most?</td>
<td>what aspect of the fair you enjoyed the least?</td>
<td>yes</td>
<td>no</td>
</tr>
<tr>
<td>nature of exhibits and activities</td>
<td>closing of downtown streets</td>
<td>yes</td>
<td>no</td>
</tr>
</tbody>
</table>

---

**Other Questions:**
- Would you like to see a similar Fair next year? yes no
- If no, why?
- If yes, are there any changes or additions you would like?
- your occupation? (Age range, if you prefer.)
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? Why?
2. What do you think was the worst part of the fair? Why?
3. What were the major (or the funniest, or the most exasperating) hassles you ran into during the fair? Were they expected or unexpected? Could you have done anything to avoid them?
4. What aspect of the planning and preparation for the fair seemed to go wrong for you? Why?
5. What were the three biggest problems or hassles for you in planning the fair? Why? Could anything have been done to make them go away?
6. What were some things that you wanted to do for the fair but didn't do? Why didn't you?
7. What were some things that you wanted to do for the fair again? Why or why not?
8. Would you do it differently? If so, how?
9. What were the five most important things you learned through your experience of the fair?
10. Did this experience help you meet your own personal goals?
11. What, to you, was the most unexpected thing that happened?
12. Did you feel about your working relationships with SADMESS and non-SADMESS staff?
IR CRITIQUE BY SADMESS STAFF.

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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 hear of Boulder Experiments?
2. How did you hear of Boulder Experiments?
3. What was your initial reaction to the idea of Boulder Experiments?
4. What was your initial reaction to young people coming from this fair?
5. Why did you get involved in the fair again?
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?
SURVEY OF PEOPLE INVOLVED IN PLANNING AND EXECUTION OF FAIR.

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Our surveying experience, for most of us, was sorta depressing. We asked for both negative and positive feedback, and when that criticism came it was a bit hard to be open to it and sit back listening objectively to someone's viewpoint. It is especially hard, perhaps, to be open to criticism of our own efforts right after you have finished a project and have not yet come off 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 talk to them while the fair was still fresh in their minds.

Some of the questions we asked were:

1. When did you first hear of Boulder Experiments?
2. How did you hear of Boulder Experiments to the idea of the fair?
3. What was your initial reaction to the way that the fair was organized?
4. What was your initial reaction to young people being involved?
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?
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 through the year, tape recorded many of its group discussions, and saved virtually shred of paper, from scribbled notes to calendars to formal typewritten. 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, 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 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 that didn't come off--a head count of the BE bus riders was made with little mimeographed sheets to fill out on rode their buses each run. Unfortunately only four drivers out the forms. From the look of the few that were filled, our own observations of the buses, not very many people 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 of a random sample of Boulderites, such as that described in our initial evalua
certainly unfortunate, for such a survey would have given us some firmer data agai
measure the information garnered on our other surveys. We could have gotten an id
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people (age, occupational status, sex, etc.) did and didn't attend the fair, what par
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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, taped 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, 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 flyer 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 the end, we weren't able to carry out our initial plans to conduct a "fancy" post-fair survey on a 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 base our conclusions about the fair. 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 (e.g., occupational status, sex, etc.) did and didn't attend the fair, what sorts of public recreation were important in getting different kinds of people to the fair, and so forth. If we had this kind of data, we might have been able to make some better and stronger recommendations to others planning to put on similar community efforts.
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. The ratings given on the about overall reactions to the out like this:

<table>
<thead>
<tr>
<th>What is your overall reaction to the Fair?</th>
<th>positive / 95 / 62 / 14 / 8 / negative</th>
<th>boring / 7 / 16 / 60 / 88 / interesting</th>
<th>educational / 56 / 59 / 44 / 16 / not instructive</th>
</tr>
</thead>
<tbody>
<tr>
<td>ineffective / 8 / 28 / 70 / 58 / successful</td>
<td>enjoyable / 101 / 40 / 18 / 8 / no fun</td>
<td>well-organized / 53 / 58 / 34 / 20 / inefficient</td>
<td></td>
</tr>
<tr>
<td>useless / 8 / 12 / 43 / 104 / worthwhile</td>
<td>happy / 113 / 39 / 11 / 1 / sad</td>
<td>(The totals do not all come out the same for each scale some people did not answer all questions.)</td>
<td></td>
</tr>
</tbody>
</table>

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 instructive and well-organized/inefficient, though. We were a little disappointed so many people were not very enthusiastic about the educational value of the event since one of our main purposes. However, on the organization ra
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fair put on next year and only 10 said they
would not, with one person making no com-
ment. The ratings given on the question
about overall reactions to the fair fell
out like this:

| What is your overall reaction to the Fair? | 95 | 62 | 14 | 8 |
| positive | | | | |
| boring | 7 | 16 | 60 | 88 |
| educational | 56 | 59 | 44 | 16 |
| ineffective | 8 | 28 | 70 | 58 |
| enjoyable | 101 | 40 | 18 | 8 |
| well-organized | 53 | 58 | 34 | 20 |
| useless | 8 | 12 | 43 | 104 |
| happy | 113 | 39 | 11 | 1 |
| (The totals do not all come out the same for each scale, since
| some people did not answer all questions.)

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did not do so well on educational/not in-
| structive 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:

<table>
<thead>
<tr>
<th>Number</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>81</td>
<td>heard about it from friends</td>
</tr>
<tr>
<td>34</td>
<td>heard about it from family</td>
</tr>
<tr>
<td>50</td>
<td>saw posters advertising</td>
</tr>
<tr>
<td>21</td>
<td>heard about it on the radio</td>
</tr>
<tr>
<td>50</td>
<td>read about it in the newspaper</td>
</tr>
<tr>
<td>52</td>
<td>found out from some other source (many in this case were &quot;drop in&quot; business they'd driven past the town area and seen that thing was going on, the seen the dome near the and stopped to look at</td>
</tr>
</tbody>
</table>

Most people came to the fair with or by themselves (61). But 15 of their parents and 35 with other their families.

2) WHAT THE PEOPLE WHO WORKED ON THE

We won't go into all the nitty-gritty of the post-fair survey of a sales of work who were directly involved in its preparation, and execution of that That would take too long and boring to most people. (Though happy to furnish copies of our to anyone interested.)

The most interesting and telling questions from our point of view, were to lowing questions:
at all surprised—in fact, we would have rated ourselves more harshly on that.

Uncovered in looking over these ratings, you can't consider them hard and fast. The success of the fair, though, do give a reasonable indication of how people who attended felt about it. One item with this data is that our tallies don't add up right, so you have to say or take a few after each figure in the table. Also, probably some of the people filling out the form or engaging the interviewers' spoken questions didn't really understand the questions. For instance, we got a couple of answers on which the respondent said they was "no fun" in one question, but on under subsequent questions indeed he'd had a great time, thought we'd have another fair next year, etc.

We got to remember, too, that these answers only from people who actually attended the fair. And those people were a typical cross-section of Boulder's population. Much as we'd wanted to make the fair for EVERYONE in Boulder, only certain kinds of people came: 144 of the 181 viewed were 30 or under; a large number gave "student" as their occupation. Of course, could have resulted from selective bias of the interviewers; over, from our own observations of the scene at the fair, we'd guess that the majority of the people attending were young but very "straight."

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<tr>
<td>Heard about it from family</td>
<td>34</td>
</tr>
<tr>
<td>Saw posters advertising it</td>
<td>50</td>
</tr>
<tr>
<td>Heard about it on the radio</td>
<td>21</td>
</tr>
<tr>
<td>Read about it in the newspaper</td>
<td>50</td>
</tr>
<tr>
<td>Found out from some other</td>
<td>52</td>
</tr>
<tr>
<td>source (many in this category</td>
<td></td>
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<tr>
<td>were &quot;drop in&quot; business—</td>
<td></td>
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<tr>
<td>they'd driven past the downtown</td>
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<tr>
<td>area and seen that something</td>
<td></td>
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<tr>
<td>was going on, they'd seen the</td>
<td></td>
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<tr>
<td>dome near the library and</td>
<td></td>
</tr>
<tr>
<td>stopped to look at it, etc.</td>
<td></td>
</tr>
</tbody>
</table>

Most people came to the fair with friends (67) or by themselves (61). But 15 came with their parents and 35 with other members of their families.

The most interesting and telling responses, from our point of view, were to the following questions:
What did you think of the plans for the fair during each of the following?

<table>
<thead>
<tr>
<th></th>
<th>Unclear or no response</th>
<th>Very Positive</th>
<th>Positive</th>
<th>Neutral</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>December to April 1</td>
<td>4</td>
<td>8</td>
<td>20</td>
<td>20</td>
<td>8</td>
</tr>
<tr>
<td>April 1 to May 12</td>
<td>6</td>
<td>11</td>
<td>26</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>During fair</td>
<td>6</td>
<td>9</td>
<td>22</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>After fair</td>
<td>7</td>
<td>6</td>
<td>16</td>
<td>18</td>
<td>11</td>
</tr>
</tbody>
</table>

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 glaringly 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, aft our image grew even worse than started.

Even so most of the responses are in the center of the range, least we can rest easy knowing do an exceptionally lousy job o though we can't claim to have c up job like nothing Boulder's e perienced before. The latter is what we spent too much time dre doing and not enough time worki

The responses to the question b feel a little more encouraged a success of the fair than did th
What did you think of the plans for the fair during each of the following periods?

<table>
<thead>
<tr>
<th>Period</th>
<th>Unclear or no response</th>
<th>Very Positive</th>
<th>Positive</th>
<th>Neutral</th>
<th>Negative</th>
<th>Very Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>December to April 1</td>
<td>4</td>
<td>8</td>
<td>20</td>
<td>20</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>April 1 to May 12</td>
<td>6</td>
<td>11</td>
<td>26</td>
<td>10</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>During fair</td>
<td>6</td>
<td>9</td>
<td>22</td>
<td>10</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td>After fair</td>
<td>7</td>
<td>6</td>
<td>16</td>
<td>18</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td>Total responses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>62</td>
</tr>
</tbody>
</table>

As you can see, we started out with a pretty wide range of opinions across the board, though inclined somewhat toward the positive. Then as the fair approached, our image grew even worse than when we had started.

During the fair, most of our responses were clustered in the center of the range, leaning slightly--only slightly--towards the positive. At least we can rest easy knowing that we didn't do an exceptionally lousy job of it, though we can't claim to have done a bang-up job like nothing Boulder's ever experienced 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).

<table>
<thead>
<tr>
<th>Would you support a fair again?</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>32*</td>
</tr>
<tr>
<td>26</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>6</td>
</tr>
<tr>
<td>12</td>
</tr>
<tr>
<td>7</td>
</tr>
<tr>
<td>6</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>3</td>
</tr>
</tbody>
</table>

*Some people checked more than one 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 efficient, smooth-running, easy organization peopled with careful, realistically self-controlled, responsible members.

Quite the contrary: on a project like this you need an organization instantly responsive and flexible, responsible members mean you have to set up a buffer...

It does mean, though, that your planning has to be clearheaded and realistic...
ion described previously, about our organization (or lack of it).

Would you support a fair again?

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>a. Yes</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>b. No</td>
<td></td>
</tr>
<tr>
<td>32*</td>
<td>c. Yes, IF: (check one or more of the following)</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>Better planning and organization, including starting earlier</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Different location</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Different date</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>More variety</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>A more specific focus on the community and environment</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Less political</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Other</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>No response or unclear response</td>
<td></td>
</tr>
</tbody>
</table>

*Some people checked more than one blank under c.

It that this was overwhelming demonstrated that some kind of community fair was a good idea and would be able to find support in the future. However, you will notice that the 26 responses in favor of better planning and organization reflect what we learned in the previous section.

So, we can't emphasize enough to any planning to take on such a project: you need efficient, smooth-running, easy-to-understand, organization peopleed with competent, thorough, realistically self-confident, flexible, responsible members. That doesn't mean you have to set up a bureaucracy—and quite the contrary: on a project like this you need an organization that can be instantly responsive and malleable. It does mean, though, that your group should 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 is limited by two factors: a) the inability of unwillingness of many firms to figures and/or comments, and b) a major extra variable: the downtown antiwar.

We must essentially disregard the analysis on the basis of sales figures, as on nearly 60 affected businesses supplied this information. Therefore, we are forced to consider the analysis in the light of subjective evaluations. The evaluations by managers or owners when possible, or otherwise through other personnel. The fall roughly into three categories: that the fair was beneficial, that it was neutral, 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
- The Quartermaster Government Surplus
- The Cotangent
- The Candle Shop

Those whose business was less profitable than usual or less profitable than at 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

Those whose business showed neither significant gain nor loss included:

- Pro-Mat Paints
- Yarn Boutique
- Express Press
- Bartlett's
- Octopus Waterbeds
- Raven Bookstore
- The Letterhead
- Boulder Valley Folk Arts Fellowship

- Carl's Hobby Shop
- Valentine's
- Candy
- Kahn's
- Conoco
- Aquarium Shop
- Sundance Company American Indian Arts

- Orangutang
- Firestone
- Photography by Hans
- The Printed Page
- Cook Pain
- Aristocrat Steak House
- Boulder Arts and Crafts
- Smith Shoe Company
FAIR AFFECTED DOWNTOWN BUSINESS

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Analysis of business' reactions to Boulder Experiments Environmental Fair held May 12-13 was stymied by two factors: a) the inability of unwillingness of many firms to supply needed sales and/or comments, and b) a major extra variable: the downtown antiwar demonstrations.

We are forced to 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 perform the analysis in the light of subjective evaluations. The evaluations were made either by managers or owners when possible, or otherwise through other personnel. The evaluations roughly into three categories: that the fair was beneficial, that it was harmful, and the fair had no apparent effect on business.

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

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
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- Octopus Waterbeds
- Raven Bookstore
- Letterhead
- Boulder Valley Folk Arts Fellowship
- Orange Tang
- 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 merchandis the arts-and-crafts or gift variety, accounting perhaps in part for their greater s in the days prior to Mother's Day. However, Cottrell's (the Man's Store) also repo increased sales volume, as did the Cotangent (a youth-oriented clothing place) and Quartermaster Government Surplus. Increased walk-in volume was repeatedly cited a probable factor. Although Cottrell's experienced good sales, the manager detailed dissatisfaction with the fair itself, saying he considered it disorganized and inco Noteably, Boulder Human Arts Shop and Gallery experienced a 500-600 percent increase sales.

Those who felt the fair adversely affected their businesses consistently cited anti 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 "disastro He allowed that everyone has his own political views, but added that he doesn't want expressed in front of his store on Pearl Street. Mrs. China Jones was repelled by commerciality of many of the booths. Significantly, perhaps, few of the negative-e businesses carry items primarily appropriate for gift-giving on Mother's Day.

Those whose businesses were not affected significantly in either direction expres various viewpoints. Octopus Waterbeds' spokesman said that his sales did not direct increase during the fair, but there was so much more walk-in traffic than usual tha is confident that future sales will result from the increased exposure. Photograph by Hans' spokesman indicated that net business was not affected, but more appointme than usual had been cancelled, possibly because of fear of demonstrations in the ar Mr. Rob Smith of Smith Shoe Company expressed great dismay that the number of booth been cut drastically from the proposed 85 to something like 17.[sic]. He said that indicated to him that there had been a lack of firm commitment to Boulder Experiment a greater number of the exhibits and booths than the Downtown Businessmen's Associa had been led to assume. He spoke for many of the businesses surveyed when he said not approve of another fair in the six-block area next year or any other time unles was more highly organized. He also acknowledged that the timing of President Nixon announcement of the Vietnam War escalation was unfortunate.

We recommend that in addition to a stronger commitment policy for tighter organiz Boulder Experiments secure far in advance the cooperation of every business direc volved in future mall projects. We believe that the malling of streets is a worth undertakings in itself for the novelty of the idea and therefore, hopefully, for inc business. But there is a larger concern here. Successful malling with interesting profitable attractions increases the public's receptivity to the mall concept in ur districts--a practical step forward in the struggle in which Boulder has already em as a leader--the struggle to regain man's harmony with the environment.

Rebecca English
Robert Glossbuner
Connie Bach
Julie Lynch
John Klintz
A surprisingly large number of businesses in the positive range carry merchandise of sand-crafts or gift variety, accounting perhaps in part for their greater sales prior to Mother's Day. However, Cottrell's (the Man's Store) also reported sales volume, as did the Cotangent (a youth-oriented clothing place) and the Lester Government Surplus. Increased walk-in volume was repeatedly cited as a factor. Although Cottrell's experienced good sales, the manager detailed his action with the fair itself, saying he considered it disorganized and incomplete.

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Rebecca English
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Connie Bach
Julie Lynch
John Klintz
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."

*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 di wrong."
 Liked most: "Participation of a spectrum of community..."
 Liked least: "It brings the wr of people downtown."
 Liked most: "Exciting--the peo Liked least: "Too many uptight Liked least: "All of the hippie Liked least: "Pushy salesmen." Liked least: "Lack of neat dres Liked least: "The negative att Liked least: "Too many hippies are in this town."
 Liked least: "The Cops (marshal Liked least: "The 'Old Men.'"
 Suggested change: "Involve seni

• ON SELLING

Suggested change: "...less mone ects..."

• ON VARIETY AND REPRESENTATIVENESS HIBITS

Liked most: "The variety of int small efforts..." Suggested change: "More variety Liked least: "The limitation to economic groups; not enough r
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  Liked most: "Friendly atmosphere..."

- ATTITUDE
  
  Liked most: "The fact that the attendance is better than I expected."
  Liked least: "Crowds, too noisy."
  Liked least: "Not enough people."

- PARTICIPATION BY A CROSS-SECTION OF COMMUNITY
  
  Liked most: "Involvement of total community."
  Liked least: "The lack of participation of citizens."
  Liked least: "That very few downtown merchants actually participated..."
  Liked most: "Cross-age, cross-profession, business participation."

- 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-
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 Viet Nam picture."

Liked most: "Anti-war display."

Liked least: "The politics."

 Liked most: "Anti-war display."

Liked least: "I think they are using the crut people."

Liked least: "Attempt to turn concept into something less political extremist to hardware. Some of us felt we were being participating and being involved in political thinking which was (and is) un-American."

ON ACTIVE INVOLVEMENT OF PEOPLE

Liked most: "Craft people learn how to work with their media--communications."

Suggested change: "Not enough of crafts, etc."

Liked most: "Do-it-yourself demonstrations, more things that involve people."

Liked most: "Folk dancing--broad mass participation."

Suggested change: "Active ev..."

ON THE DOME

Liked most: "The Dome."

Liked least: "The Dome."
Presentation from opposing viewpoints.

Iaunt during fair at HQ: "Why are you letting a fraud like Mazda participate in an environmental fair?"

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Ad least: "I was disappointed that among the fair anybody who wanted to set up a 'booth' could do so."

\section*{On Political (i.e., War/Peace) Activities and Exhibits}

Liked most: "Viet Nam picture display."

Liked least: "Emphasis on Viet Nam."

Liked most: "Anti-war display."

Liked least: "The politics."

Liked most: "Political petitions."

Liked least: "Draft counseling, because I think they are using the fair to recruit people."

Liked least: "Attempt to turn an excellent concept into something less by allowing political extremists to hawk their wares. Some of we exhibitors at the fair felt we were being tricked into participating and being identified with political thinking which to us was (and is) un-American."

\section*{On Active Involvement of People Who Attend}

Liked most: "Craft people letting viewers work with their media--communication opportunities."

Suggested change: "Not enough teaching of crafts, etc."

Liked most: "Do-it-yourself exhibits."

Suggested change: "...have more demonstrations, more things that will involve people."

Liked most: "Folk dancing--because of mass participation."

Suggested change: "Active events."

\section*{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 time—and we did have a little success at that during Boulder Experiments. After all, they didn't run us out of town on a rail—and some even said they might like to have another similar fair next year, IF.........
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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 the 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'd learn a lot and there were many guffawing moments--though not enough fying 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 a

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 help."

"School administration--fine, but 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."
- "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 chew my head many times trying to get all the things I had to do done and over for."
- "Yes, but not immediately because I'm needed. I'd do it because it's a good idea and it's fun."
- "Maybe—if I had a big role in it and was working with people I dug and thought we could organize something well."
- "Perhaps, under different circumstances."
- "Yes, I like getting involved in the community, organizing, planning, and executing an idea."
- "Perhaps, but very differently. I did learn a lot and there were many gratifying moments—though not enough perhaps."
- "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?**

- "Public schools—frustrated with lack of cooperation on junior marshals."
- "Public schools—fairly nice."
- "Schools very helpful."
- "TVPS—generally nice enough, but only rarely went out of their way to help. Teacher consultants were not help at all."
- "School administration—fine, but minimal contribution."
"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 Bides. 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 completely behind the fair."
"Exhibitors--mostly interesting."
"I was really ticked off at who didn't show."

"Businessmen--could have hoped for more."
"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 disappoint."
"Businessmen--Oh my! I'll understand the conservative business world. But Tracey was great amazing! All in all, though uncomfortable around most 'bu

"City and county officials--really cooperative."
"City and county--cautious."
"City--Bob Sample really did his way to help."
"County--unpleasant incident the courthouse lawn left sour my mouth."
"City and county--cooperative contribution."
ERIC and ERIC staff--I was amazed at willing everyone was to help."

ERIC and ERIC staff--highly supportive."

ERIC and SSEC staffs were very cooperative and worked hard."

ERIC and ERIC--outstanding."

ERIC and ERIC overall were really great pitching in at last minute--especially Teacher Associates; got mad at one of staff members, but that's not unusual."

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"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."

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The businessmen were cautious, but supportive and then disappointed."

"Businessmen--Oh my! I'll never understand the conservative businessmen of the world. But Tracey was great; Munsen, amazing! All in all, though, I'm still uncomfortable around most 'businessmen.'"

"City and county officials--so-so, not really cooperative."

"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 county officials, and DT Busine 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 cause we didn't try hard enough to get them involved.

OVERALL, HOW WOULD YOU RATE THE PLANNING AND PREPARATION PHASE OF THE FAI

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HOW DID YOU FEEL ABOUT WORKING RELATIONS AMONG OUR OWN SADNESS STAFF?

Things you didn't like:

"Took too long to get something done."
"Communication was often very poor."

"There was a lot of duplicative effort and things not getting done at all."
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"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 Schoolbook 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

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 "Janey really blossomed."
"Jon finally did come through."
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"Allan really was conscientious.

"General, a happy time at the

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 someone, 'Look, I can't do myself.'"

"I learned a lot about power,..."
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"Allan really was conscientious."

"Generally, a happy time at the fair."
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 un seriously people take high school kids."

"I learned what difference there was between my friends and me."

"I learned a lot about how I can shape my life what I want it to be through gaining confidence."

"Relations to people."

"Keeping my head (especially during a crisis)."

"Organizing."

"Having fun while it happens."

"You can pull things off."

"Can't really think of anything basically I think I could be better organized now."

"I don't know."

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--"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 move through on a set of contacts to the end."

"Allow enough time, particularly motion."
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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