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AMERICAN REVOLUTION II
A LIVING COMMEMORATION



The North Carolina American Revolution Bicentennial Commission

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NORTH CAROLINA'S
BICENTENNIAL EMBLEM

The torch is symbolic of both liberty and learning, of freedom and truth; the double star represents the two centuries of our state and nation; stars are also ancient symbols of the future, and, in the American tradition, represent both the unity and the sovereignty of the states; the twelve small stars and one large star represent the thirteen colonies and original states of the Republic of the United States of America, and our own view of the significance of North Carolina in that constellation.

The North Carolina
American Revolution Bicentennial Commission

P. O. Box 1881, Raleigh

January 28, 1972

Richard F. Gibbs
Executive Secretary

Archives & History Building
109 East Jones Street

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The Honorable Robert W. Scott
Governor of North Carolina
The Capitol
Raleigh, North Carolina

Dear Governor Scott:

I have the honor of transmitting to you herewith the initial master plan recommended by this Commission for appropriately commemorating the bicentennial of the American Revolution, the founding of the State of North Carolina, and the establishing of the Republic of the United States of America. These recommendations are submitted pursuant to the mandate of this Commission set forth in Chapter 70, 1967 Session Laws of the General Assembly of North Carolina.

The Commission would be grateful for your review of, and comments and suggestions on, this plan prior to its submission to the people of North Carolina.

Respectfully yours,



Hector MacLean
Chairman

HM:poh
Enclosure

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STATE OF NORTH CAROLINA
GOVERNOR'S OFFICE
RALEIGH 27611

ROBERT W. SCOTT
GOVERNOR

February 8, 1972

Mr. Hector MacLean, Chairman
North Carolina American Revolution Bicentennial Commission
109 East Jones Street
Raleigh, North Carolina

Dear Chairman MacLean:

I have had the pleasure of reading "American Revolution II--A Living Commemoration," the plan recommended by your Commission for commemorating the bicentennial of the American Revolution in North Carolina. The proposal is well thought-out, and I concur in the concept employed in developing the plan. It seems clear and flexible, and it provides for follow-up action.

I certainly agree with the premise that this commemoration must be much more than a mere recounting and celebration of past events. It ought to be the type of commemoration that will make history come alive and relate itself to the present and future.

The recommendations for formulating of goals dovetail quite well with the purposes of the new North Carolina Council on Goals and Policies. Together, these efforts can help assure that the closing of our second century and the opening of our third will be an unparalleled time in our history.

I endorse "American Revolution II" and urge the Commission to proceed with its implementation. During the remainder of my administration, you may count on the cooperation of all of the agencies of our State government.

Cordially,

A handwritten signature in cursive script that reads "Bob Scott".

Robert W. Scott

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AMERICAN REVOLUTION II
A Living Commemoration

A Plan for the Commemoration in North Carolina
of the Bicentennial of the American Revolution

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Raleigh, January, 1972

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INTRODUCTION

In 1967 the General Assembly of North Carolina enacted legislation (Chapter 70, 1967 Session Laws) creating the North Carolina American Revolution Bicentennial Commission, an agency charged with the responsibility to make plans and develop programs, and at the appropriate times to conduct such plans and programs, to commemorate the bicentennial of the American Revolution. The Commission entered actively upon its task on July 1, 1969. The statute established a membership of thirteen ex officio members and ten public members appointed by the governor. Present membership on the Commission is listed in Appendix 1. The offices of the Commission are in the State Department of Archives and History-State Library Building, 109 East Jones Street, in Raleigh. The mailing address is P. O. Box 1881. The Commission publishes a quarterly newspaper, The North Carolina Bicentennial Gazette, available by subscription in advance at \$1.00 per year.

Since beginning active operation, the Commission has devoted itself primarily to developing and considering a number of alternative approaches to its assignment, being guided by that portion of the statute which cites the value and necessity of adequate advance planning. Consultation

and interchange of ideas and information with a broad base of North Carolinians and with citizens and agencies of other states has been employed. The Commission has tried to evaluate proposals not only on the basis of what might be best for the State, but also for the nation. Similarly, it has tried to avoid serving, or appearing to serve, the special interests of particular elements and groups to the exclusion or detriment of others. It has sought, rather, to develop an encompassing concept of commemoration capable of embracing a multiplicity of needs, desires, interests and capabilities.

Thus, the plans, suggestions, and recommendations which are presented in the following pages reflect an underlying concept of commemoration which is considerably broader in scope than even the members and staff of the Commission initially envisioned. It is also deeper and broader in both intent and application than have been similar programs in the past. This, we believe, is but the recognition that the bicentennial of the American Revolution is not only a unique event in our history, but also that the changing nature and new challenges of our society and nation require, in the American tradition, the development of pragmatic innovations. It is recognizing that what may have sufficed for another time and other conditions does not necessarily suffice for our time and the conditions under which we live.

This is a constant theme in the history of our state and nation. For more than three hundred years, our people have planned, worked, and sacrificed for better todays and tomorrows than yesterdays. We could not do them appropriate honor if we did not keep that faith with them.

One of the proudest traditions of our people -- and the cornerstone of our liberty -- is that of strong local initiative, self-determination, and self-sufficiency -- in a word, independence. We have never been a people who like to be "beholden" to others. We have never accepted the propriety of those distant -- whether in space or understanding -- from local circumstances making the decisions affecting local people. We do not care to take orders from strangers and self-appointed "experts," but have consistently laid greater store by the common sense of ordinary folk, heeding the advice of Thomas Jefferson to "trust the public judgment," which has operated with "wonderful correctness." Such a tradition has served us well, and this Commission reckons that it would be both unwise and imprudent to depart from it.

So it is that, while the proposed plans and programs presented herein have been developed by a state agency for the state as a whole, and while the Commission naturally hopes they will be acceptable to all our people, no implication is intended that local communities of the State must abide by them. This Commission exists to serve the people of North Carolina, not to dictate to them. The members of

the Commission cannot emphasize too strongly their conviction that control of local bicentennial programs ought to remain in local hands, both as a matter of principle and as a means of insuring an interesting diversity of programs across the State.

Similarly, the Commission clearly recognizes its status within State government as an essentially ad hoc agency. As such, it wishes to disclaim in advance any intent or desire to encroach in any manner upon the proper jurisdictions of permanent agencies of State government. Insofar as it appears both proper and feasible, its assistance to other agencies will be available upon request.

This bicentennial commemorative plan, then, should be regarded primarily as one of general guidance, one which seeks to provide a unifying philosophy and framework, but which also seeks to provide for the greatest range of diversity on local levels.

In December, 1969, the Commission adopted a general statement of purposes and policies which was designed and intended to serve as general guidance for its coming considerations. This statement is presented in Appendix 2. It will be noted that the Statement established the primary goal of the bicentennial commemoration as that of effecting a renaissance of the spirit of the American Revolution. In

pursuance of this goal, the Commission has operated on several main assumptions or premises:

a. That the Spirit of the American Revolution was more a product of actions than of simply words and gestures.

b. That the highest form of honor which can be paid to the people of the Revolutionary generation would be to put their principles into action in our own lives.

c. That the great value of history in human affairs is as inspiration and guidance in the conduct of the affairs of the living.

d. That all Americans today are the very real beneficiaries of the legacy of the American Revolution; that we hold and enjoy the legacy, not in fee simple, but in trust; that accepting the benefits of the legacy entails the obligation to pass them on at least undiminished to unborn generations of future Americans.

e. That the commemoration of the Bicentennial ought to be an appropriate and balanced blend of both joyousness and seriousness.

Proceeding on these premises, the plan which has been developed is one which, in an overall sense, seeks to "re-enact" the American Revolution. Expressed another way, the

plan is one which envisions a conscious arrangement for a "repetition" of the Revolution by principled action. For these reasons, the plan has been given a title which also reflects its major theme:

AMERICAN REVOLUTION II - A Living Commemoration

Calculated emphasis is placed on American, to underscore our belief that the American Revolution remains an event unique in history, standing apart and above other historical events called by the same name. Thus, a reaffirmation of the American Revolution and its principles serves at the same time as an emphatic rejection of subsequent totalitarian movements.

Once before the Americans showed the world a unique revolution, but what much of the world saw, including many Americans, was simply a war. A war is not a revolution, though it may be part of one and frequently is. However, it is not an essential ingredient of a revolution which may occur entirely without violence. The essence of revolution is change, and it is the kind of change, as well as the method of change, which really characterizes a revolution, which finally determines whether a revolution is for or against the people and the society which is revolutionized.

Essentially, there are two kinds of revolutions. One, which we may call the totalitarian revolution and which finds its antecedent in the French Revolution, denies the existence of

any being or law higher than that of man's; aims, at least ostensibly, at the corporeal welfare of "the masses;" calculatedly seeks to obliterate individual and small group identities through social homogenization; espouses the axiom that violence and terror are the only effective means of achieving justice; and finds its greatest ideal in the creation of an all-powerful and completely arbitrary State.

The other kind of revolution, which we must call democratic and whose antecedent is the American Revolution, has one paramount aim, the most eloquent expression of which is the Declaration of Independence: to keep permanently secure certain gifts of God to mankind, to wit, the inalienable rights to life, liberty, and the pursuit of happiness. Its highest ideal is to realize a nation - a world even - of individual people living in dignity and freedom. The strong unity of such a people is not for the power and glory of the state, but for the preservation of diversity and self-determination among its citizens, and ultimately for the glory of Almighty God.

MASTER PLAN

The master plan for North Carolina during the bicentennial of the American Revolution will span the years 1972-1989. This span of time has been dictated by several factors, two of them being decisive:

a. The broad definition of the term American Revolution, adopted by the NCARBC at the outset, sees the Revolution as something considerably more than the War for Independence. This definition describes the Revolution as the historical process, or series of events, which aimed at the restoration and preservation of American liberties under adequate constitutional safeguards. In North Carolina, this process is considered to have begun in August 1774 with the convening of the First Provincial Congress at New Bern, and to have ended in 1789 with the adoption of the Federal Constitution.

b. On July 3, 1971, the President of the United States officially declared the opening of the Bicentennial Era. The date of the beginning of the Revolutionary period has always been somewhat in dispute among historians, and the selection of any one over others is therefore somewhat arbitrary. However, the one chosen by the President can be justified as well as any on both historical and pragmatic grounds. In any event, it is an

accomplished fact, and the NCARBC believes it is important that our state work in harmony with the rest of the nation.

The master plan is divided into four phases:

Phase I - Overture 1972-1976

Phase II - Year of Declarations 1976

Phase III - Competition 200 1976-1989

Phase IV - Finale 1989

Phase I - Overture

The period 1772-1776 in North Carolina, as throughout the British North American colonies, was a time of profound philosophical and political fermentation. It was a time which was more troubled than tranquil, as is our own today. A number of problems faced those early people, problems both temporary and fundamental, problems both small and large, problems which were essentially material and problems which were more in the moral and spiritual realms. Challenges and opportunities faced the colonists as well, for the total picture, then as now, was by no means a gloomy or pessimistic one.

It was a time of thinking, discussing, debating, reading, writing. It was a time of gathering facts and making plans, of considering various alternatives, of trying to develop paths of reconciliation and improvement. It was a time of looking to the past for guidance, and a time of looking to

the future for hope. It was a time of deep religious and philosophical thought and speculation, as well as a time of pragmatic considerations.

Deeply examined and widely discussed were such subjects as the nature of mankind and his various relationships -- with his fellow citizens, with his government, with other nations, with his God; dignity and courage; liberty and responsibilities; sacrifice and loyalties; commerce and agriculture; trade and transportation; communications and education. In those days, men spoke with concern for the "pursuit of happiness," an expression which we would more easily recognize as "improving the quality of life."

Throughout this fermentive period, this time of self-examination and consideration, the people were consciously and unconsciously moving toward a time of decision and commitment. Gradually, this process was leading to a focal point in history. This point was reached in 1776 with the Declaration of Independence, the establishment of thirteen new sovereign states, and the spiritual birth of the American nation. Much remained to be done after this point had been reached, but fundamental decisions had been reached and irrevocable commitments had been made. For better or worse, the Americans were fully embarked on a course set for the preservation, defense, and improvement of "Life, Liberty, and the Pursuit of Happiness."

Phase I of the North Carolina Bicentennial Plan asks the people of North Carolina to enter carefully, deliberately, and

conscientiously into the same sort of process of history as that of two hundred years ago. The Commission suggests that no aspect or facet of our society go unexamined for improvement, since virtually no aspect of it cannot be related to life, liberty, and the pursuit of happiness in some manner. The Commission requests that North Carolinians at all levels and in all areas keep the year 1976 in the forefront of their minds as a time when decisions will be reached and commitments made.

Rhetoric aside, there exists a very practical and already proven method of undergoing such a process. The "Goals for Dallas" program (see Appendix 3), first conceived in 1965 in Dallas, Texas, has been one of the great success stories in the history of American participatory democracy. It offers both hope and guidance for the success of Phase I. It is the living proof that determined American people can, in fact, emulate the period 1772-1776.

The broad, fundamental questions which ought to be asked during this period are such as (a) what is the present condition of life, liberty, and the pursuit of happiness in our state, in our town or city, our county, our church, our civic club, etc.; (b) what would we like the future to be; what resources do we have for improvement; (c) what alternatives are available, and which are the most feasible; (d) what can we accomplish by ourselves, and for what is the help of others required.

Other questions need to be asked as well, such as, What

were our beginnings and what has been the story of our progress since then? What traditions and institutions have served us well or ill? What of the past needs to be strengthened, preserved, enhanced for the future? What from the past needs to be modified or improved in some manner? What needs to be dropped altogether? What served us well at one time, but now hinders us? Questions such as these are not simply academic or philosophic, nor are their answers. On the answers should be formulated pragmatic and feasible objectives and plans to attain them, achievements which can and should have very definite effects upon both the material and spiritual life of a community. Very broadly speaking, bicentennial goals should be ones which aim at preserving, defending, enhancing or expanding, and securing for ourselves and our posterity the inalienable rights to life, liberty, and the pursuit of happiness. This, of course, embraces a tremendous range of specific projects and programs, and the choice of specific ones will be governed by a number of varying local factors, such as local desires, needs, resources. The determination of just which goals and projects to pursue should be made by the people to be affected by the decision, i.e., the local citizens. Each community ought to establish a goal formulation mechanism. For guidance in how to establish this, we recommend the "Goals for Dallas" program. The Commission hopes to furnish free to each county a four volume set of the "Goals for Dallas" books which describe how this project was

conceived and implemented. The Commission will also act as a clearinghouse to assist local goal formulating organizations by referral to appropriate state and federal agencies for technical, advisory, and financial assistance.

It is recommended that, due to the time necessarily involved in intelligent goal formulation, that these Community Goals Councils be established as soon as possible, and that they set a target date for completion of goal formulation sometime in early 1976. The goal program should be projected through 1989. We recommend as well that Goals Councils target August 1974 as a date by which to complete substantial work on the initial phases of goal formulation. On August 25, 1974, there will be convened in New Bern a North Carolina Bicentennial Congress which will have a dual purpose. See the following section on specific recommendations.

In sum, the first phase of American Revolution II is projected as a time period when North Carolinians, in conscious imitation of the like period two hundred years ago, enter into serious examination of the status of their life, liberty, and pursuit of happiness; when we assess our progress and present condition; when we investigate alternatives and improvement; and when we lay plans to begin another century. Throughout this fermentive period, it should be borne in mind that we will be moving consciously toward a time of decision and commitment, again in deliberate emulation of our forebears two centuries ago.

Phase II - Year of Declarations - 1976

1976 ought to be a particularly full and significant one for North Carolinians. It is, of course, the bicentennial anniversary of the American Declaration of Independence, a proper subject for celebration. It is also the two hundredth anniversary of our sovereign state, a time when we shall close the book on two centuries and begin writing that of the third. It will be a time for looking both backward and forward, a time of assessing ourselves in terms of where we have been, where we are, and where we wish to go.

The Commission recommends that 1976, in emulation of 1776, be a year of decision and commitment for North Carolinians, the time of culminating the years of introspection and fermentation. The Commission hopes that in that year, on July 4th, communities and organizations participating in the bicentennial commemoration will be prepared to promulgate their particular Declarations of 1976, their carefully laid plans for the future.

It is recommended that all such plans include target dates for completion of goals or projects or for attainment of interim phases of goals or projects. It is further recommended that these target dates, insofar as practical, be set to coincide with the bicentennial date of some event of Revolutionary significance, whether of national, statewide, or purely local importance. The practical application of this

recommendation will become apparent in Phase III.

The Commission also recommends consideration of the establishment of a new state holiday, North Carolina Constitution Day, the first observance to fall on December 23, 1976, bicentennial date of our first state constitution. A ceremony appropriately honoring this occasion might be held at Halifax, site of the Fifth Provincial Congress which drew up and promulgated the instrument.

It is recommended that July 4, 1976 be established as Declaration Day in North Carolina. It will be then that we celebrate the bicentennial of the Declaration of American Independence, and simultaneously make new declarations of our own, committing our state and our communities to democratically derived goal programs specifically formulated for, and dedicated to, the preservation, defense, enhancement, and securing to ourselves and our posterity of the inalienable rights to Life, Liberty, and the Pursuit of Happiness. Thus, as a major part of the celebration of the bicentennial of the spiritual birth of the American nation and our own State, we will recommit ourselves in a tangible way -- with specific programs -- to the same principles and necessary sacrifices as did our forebears two hundred years earlier. We will consciously dedicate ourselves to a Second American Revolution, a significant historical process in its own right, extending over a like period of time as the First American Revolution.

Phase III - Competition 200: 1976-1989

Phase III covers the period of implementing and completing the plans laid in Phase I and declared in Phase II. The extended time frame of this phase of the bicentennial commemoration permits the planning and execution of long term as well as short term projects. It also facilitates the ordering of priorities of various projects, a very necessary element in overall planning.

Since target dates for completion of projects, or phases of projects, are to be set to coincide with bicentennial dates of Revolutionary events, on such dates participating groups and communities can plan for celebrations with dual aspects. Appropriate ceremonies may be planned which will simultaneously honor an achievement of the Revolutionary past and celebrate an achievement of the twentieth century present. So, for example, on October 17, 1977, two-hundredth anniversary of the great American victory at Saratoga, some North Carolina community might open a new hospital or park, an historical society might dedicate a restored building or site marker; the state might open a new highway; a school system might inaugurate a new program in historical studies. Or, on March 15, 1981, bicentennial of the Battle of Guilford Courthouse, some county might complete a new mental health clinic, a town a new library, a county a new water and sewer system. Any number of combinations of new and old achievements are possible, any can serve to make past and present more relevant to each other,

can serve to bring about a closer relationship between the people of the Revolution and ourselves.

Americans have always thrived on competition and still do. This phase offers almost unlimited opportunity for a competition of unusual vigor, and, in part, of a most unusual nature. The competition between organizations and areas, regions, communities, and individuals is as obvious, as it can be stimulative, good-natured, and mutually beneficial. But beyond this, there is another sort of competition possible -- one of "competing" with the people of the Revolutionary generation themselves. On any given target date, when a group of communities celebrates both past and present achievements, they can also compare these achievements and assess themselves and their achievement with that people and the event of two hundred years ago.

This period can be a great history-making one for North Carolina, comparable to that of the Revolution itself. We can do the things which need to be done, meet our challenges, make the most of our opportunities, and, like our forebears, make a better life to enjoy ourselves and to bequeath to our posterity. Doing these things in conscious emulation of our ancestors should serve to add a special zest and spiritual flavor to our lives. The success of this phase will not, of course, usher in Utopia for North Carolina. There will always be human problems to conquer. But the Commission believes that this process can help us to rediscover old, and develop new, techniques of meeting and dealing with challenge, that all our lives will be the better for it, and that we will have really kept the faith with our heritage.

Phase IV - Finale - 1989

The concluding phase of the Bicentennial Commemoration is conceived as one of tremendous celebration, unequaled in history in scope or justification. If the first three phases have been as successful as we know American ingenuity, determination, technology, idealism, and good will can make them, we will have more to celebrate than any people in history have ever had. This year will see the conclusion of two hundred years of the Republic of the United States of America, the bicentennial of the inauguration of Washington, of the first Congress of the Republic, of the first sitting of the Supreme Court, and of North Carolina's ratification of the Constitution of the Republic.

It is, of course, too early to begin making specific plans for that great year, hence the Commission has no recommendations on the subject at the present. It does seem in order, however, to urge that we begin now to insure beyond question that the celebration of that year be fully justified by our efforts in the years between now and then.

What may be termed the key element in establishing the practical mechanics of this plan is the Bicentennial Calendar, found in Appendix 4, which lists dates and events considered appropriate for commemorative recognition. It is intended that this initial calendar be revised by the inclusion of other dates and events of primarily local significance. The revised master calendar will reflect, probably by distinctive color coding, whether the date or event is primarily of local, state, or national significance. The terminal dates of the calendar are July 21, 1974 through November 21, 1989, representing the bicentennial dates of the Wilmington Committee of Safety's call for the First North Carolina Provincial Congress through the ratification at Fayetteville of the Constitution of the United States.

Public programs, ceremonies, and celebrations should be planned for dates on the calendar. For some dates, it is anticipated that virtually every community will schedule a program; for other dates, only some communities; for still other dates, perhaps only a single community. The nature of these programs will naturally and properly vary widely, and it is hoped will reflect the desires and imaginative ingenuity of individual communities. Some of the more obvious activities would be:

- a. Parades
- b. Dramatic presentations
- c. Religious services

- d. Street dances and concerts
- e. Costume balls
- f. Fireworks
- g. Public games
- h. Public feasting (barbecues, picnics, fish frys, etc.)
- i. Public addresses
- j. Special awards and prize presentations

These calendar dates may also serve a more serious purpose. The Commission envisions them as target dates for the achievement of certain community goals and projects, or as target dates for interim stages of such goals. This will give a double meaning and flavor to the celebrations which will become not only occasions in honor of, and in gratitude for, given past events, but also justifiable "victory" celebrations for our own achievements. Such dual purpose dates on the bicentennial calendar can give tangible manifestation to our desire to blend old and new, seriousness and joyousness, to honor the past and serve present and future.

By having a number of relatively small and diversified celebrations, as opposed to a single gigantic, centrally located one, we can sustain over a much longer period of time a sense of vicarious participation in the Revolutionary process, can heighten a sense of continuing progress and victory, can feel a more active participation in, and awareness of, the ongoing process of American history begun by the American Revolution. An entire generation of our children can grow up and be educated

in this atmosphere. This can be the first generation of Americans since the time of the Revolution itself to come to maturity under an almost constant awareness of the beneficial operation of our Revolutionary founding principles. Such a witnessing of, and participation in, the practice of American principles can do more to restore and intensify dedication to them than could any amount of formal instruction and rhetorical exhortation.

RECOMMENDATIONS AND SUGGESTIONS

The following specific recommendations should be considered as an initial listing only. The Commission anticipates additions and modifications, and strongly encourages comments and suggestions from all sources.

SUGGESTIONS, PROPOSALS AND RECOMMENDATIONS

1. North Carolina Bicentennial Congress. On August 25, 1774, the First Provincial Congress of North Carolina met at New Bern, "to consult and determine what may be necessary to the General Welfare of America and of this Province." This assembly was the first duly elected (if extra-constitutionally so) body of its kind in America, thus evolving into the first democratically derived revolutionary government in America. This congress laid down the fundamental conditions for restoring normal relations with the British Empire. As these conditions were not met, the course for independence was set. Thus, it may be said that the historical process known as the American Revolution was set in irreversible motion on the banks of the Neuse and Trent rivers in North Carolina. It seems very appropriate to plan for a proper commemoration of this momentous event.

The Commission proposes that on August 25, 1974, a North Carolina Bicentennial Congress meet at New Bern for a dual purpose:

To commemorate the meeting of the First Provincial Congress.

To present individual community progress reports on their bicentennial plans, especially the ones involving goal formulation. This reporting, it is believed will stimulate the process and will provide a valuable forum for the interchange of ideas, techniques, experience, which, in turn,

would help all communities greatly toward completing their plans by 1976. Also at this Congress, there will be awarded special recognition and prizes for those communities which, by vote of the Congress, have made the most progress or presented the best interim plans.

Representatives to this Congress might well be chosen in the same manner as that suggested by the call for the First Congress, i.e., "the Members already by you elected to represent you in the General Assembly, or such other persons whom you shall approve of to appear as your Deputies."

Although the primary concern of the Bicentennial Congress should be with the State of North Carolina, it is further recommended that our concern for the general welfare of the nation and the world be expressed by inviting attendance and/or participation by representatives from other states and countries. Thus, this first official bicentennial event in our state could enjoy not only statewide, but national and even international focus and attention. The Commission believes that such an event could set an enviable example, be a source of great and justifiable pride for our people, and reflect great credit on our state.

1a. The City of New Bern is invited to act as host for the meeting of the North Carolina Bicentennial Congress. New Bern is further invited to begin now to develop a pilot plan of goal formulation for the guidance of other cities and towns, the plan to be presented to the Congress in August 1974. Such a plan would represent what a single city can do by way

of assessing its assets and liabilities, determining its needs and desires, setting priorities, gearing its programs to its resources, in an integrated long-range plan for total community development.

2. County Bicentennial Committees. It is recommended that each North Carolina county establish a bicentennial committee, broadly representative of the social, educational, business, and religious elements of the community. These committees should be organized to fulfill the following main purposes:

- a. Public celebrations, geared to calendar
- b. Goal formulation, geared to calendar
- c. Historical education (emphasizing current relevance)
- d. Awareness and participation
- e. Tourists and visitors
- f. Organization of volunteers (also recruitment)
- g. Fund raising

3. State Agency Bicentennial Programs. It is recommended that each agency of state government undertake to develop a bicentennial program, perhaps under the coordinating oversight of the Council on State Goals and Policy. It is recommended that these programs also utilize the state bicentennial calendar as a time-framework for their programs.

4. It is recommended that the NCARBC assume responsibility, and be given resources for, to compile and publish a master

publication of bicentennial plans throughout the state to be ready to release on July 4, 1976, and to publish interim progress reports and a final report at the conclusion of the bicentennial period. This will be a record of what commitments North Carolinians made and how they fulfilled those commitments, an important record not only for our own time but for generations to come.

5. It is recommended that major state celebrations take place at various locations throughout the state during the bicentennial period. The first of these should be at New Bern, the last at Fayetteville. The selection of other dates and places should, at this time, await decision pending expressions of preference from the citizens of North Carolina. Moore's Creek, King's Mountain, Halifax, Guilford Courthouse, and Charlotte are, of course, only some of the more obvious.

6. It is recommended that the State Board of Education develop a plan for the improvement of historical instruction in the public schools of North Carolina, such a plan as will not only instruct the youth of the state in past events, but also in the principles and institutions of our history and the current relevance and application of those principles and institutions. The goal of this plan should be that of providing the finest historical education possible not only in the history of the state, but of the nation and the world and the interrelatedness of all these, in such a manner that historical knowledge may be a valuable thinking and judging

tool for the products of our public educational system. It is further recommended that this plan development be undertaken as soon as possible, intentionally in advance of bicentennial plans of other state agencies, that the work of other agencies and communities across the state may be facilitated.

7. It is recommended that all colleges and universities of the state establish bicentennial committees or liaison offices for the purpose of placing the resources of the academic communities more immediately at the service of the people planning bicentennial programs and projects.

8. All communities and organizations cooperating in the state bicentennial program will be authorized to display the state bicentennial logo in appropriate ways. It is recommended that the use of the logo as a symbol of appropriate bicentennial activity be protected by law and be authorized by the North Carolina American Revolution Bicentennial Commission upon application by individuals and organizations meeting official criteria.

9. It is recommended that communities and organizations considering the production of historic outdoor dramas seek expert guidance in this highly specialized field from the Institute of Outdoor Drama at the University of North Carolina at Chapel Hill. The Commission recognizes the value of such dramatic productions in conveying a sense of

history, but suggests that, reliance be placed on local initiative, talent, and resources.

10. It is recommended that there be established an historical publications program to be conducted under the supervision of the NCARBC. This program will seek to have written and published a series of booklets which taken as a whole will constitute a comprehensive history of North Carolina during the American Revolution. While the booklets should be researched in accordance with the highest standards of professional excellence, they should also be written in a style readily and easily understood and appreciated by a general, as distinct from an academic, audience. This series of booklets should be made readily and economically available to the general public and the schools of the state.

11. It is recommended that the state underwrite the production of a series of motion picture films, suitable for use on television or normal motion picture projectors, such films designed to be both entertaining and educational in nature, and having the overall purpose of telling the story of the American Revolution, North Carolina's role therein, and emphasizing the current benefits and inherent responsibilities to the present and future of the Revolutionary legacy. It is recommended that an advisory committee be established for planning these films and for supervising their production. This committee should be composed of, but not limited to, representatives from NCARBC, the Department of Archives and History, the Department of Public Instruction, the North Carolina

television industry, and the North Carolina Citizens Association.

12. State and local historical organizations are urged to develop programs designed to broaden the general public knowledge and understanding of the history of the state and the nation, with particular emphasis on the Revolutionary period. Such programs might well consider how they can not only disseminate factual knowledge and stimulate pride and a sense of responsibility, but also how they can demonstrate the practical contemporary value of adequate and accurate historical information.

Local historical associations could also perform the very valuable service of researching the past to discover information to be included on local bicentennial calendars, to reveal historical precedents for contemporary projects, to locate and mark significant sites and buildings, etc.

13. During the bicentennial period, North Carolina, as one of the thirteen original states, can expect a considerable upswing in the number of tourists visiting the state. A number of our communities who do not normally get many out-of-state visitors will doubtless have at least some, perhaps many. Most obvious is the beneficial effect on the local and state economy. Perhaps less obvious, but very important is the opportunity and challenge to make lasting good impressions and friendships for our state and its communities. It is strongly recommended that the state and constituent communities begin

to make plans to insure that our visitors really enjoy and benefit from their stays with us. This is going to be a time for us to put our best foot forward, and we want the word to go back with these visitors that North Carolina is well worth visiting. Local and statewide organizations of hotel and motel operators and restaurant operators might make an extra effort not only to attract tourists but also to make sure they get their time and money's worth. This is an unusually good opportunity to build a "repeat" tourist business for the state, and to take advantage of the best of all advertising -- word of mouth.

The Commission recommends the issuance of bicentennial passports and decals to identify out-of-state and foreign visitors to North Carolina, in order that we may facilitate rendering the proper courtesies to them.

Planned tours of places of local interest should be developed, and, where appropriate, guide services could be made available. Marked trails which can easily be followed by car or on foot would be appropriate. Maps and descriptive literature should be readily available.

14. The communications media of North Carolina are requested to assist the local and state bicentennial organizations in publicizing plans and activities, in helping to create and maintain an awareness of the Bicentennial. It is recommended that county bicentennial committees establish media relations committees to assist newspapers, radio, and

television stations in keeping the public of North Carolina informed.

15. The churches and other religious organizations of North Carolina are invited and requested to consider the development of programs designed to explore the full implications of "one nation under God," and "in God we trust." The religious community may also wish to promote a greater awareness and understanding of the relationship between the inalienable rights of Americans and the ultimate source of those rights. Days of prayer and thanksgiving were well known and observed in the time of the Revolution, and it would seem appropriate for the commemoration of the Revolution that there be a revival of this practice.

16. North Carolina is rich in historical resources which, in turn, are valuable as present day natural and economic resources. In terms of visitors to the States, we are still too much of a "travel corridor" between areas to the north and south. Attractions which cause visitors to "linger awhile," to enjoy and to learn more about North Carolina remain in a state of underdevelopment with respect to potential. The bicentennial period offers an unprecedented opportunity and rationale for the modernization of such facilities, including the reorganization of existing attractions and the creation of new ones. Increased rates of visitation, as well as increased duration of visits, would have an obvious direct impact. A perhaps less obvious, but

no less significant, impact would be the improvement of the "quality of life" of our citizenry through increased economic opportunity, personal interchange with visitors, and the improved image and realities of the State.

The Commission recommends the establishment of strategically and historically located visitation centers to attract out-of-state and foreign visitors. Such centers should be multi-media in the broadest sense of the term and should utilize, where feasible, authentic historic structures adaptable to the purpose. There are great historical stories to tell in North Carolina, stories which can be told as well for entertainment as for instruction, for the benefit of others as for our own people. No medium which can tell the stories in an effective and appropriate manner should be overlooked. Particular effort should be made to investigate the possible uses of new technology in the area of human communications -- e.g., sound and light productions, multi-dimensional motion picture screens, personal involvement exhibits. Ancilliary seasonal attractions, such as outdoor plays and pageants, might be considered as valuable adjuncts.

The Commission invites the concerned leadership of the State's three major regions -- Coastal Plains, Piedmont, and Mountain -- to begin consideration of this recommendation. Each region represents a different strand in the skein of North Carolina's history; they owe it to themselves and to each other to tell their stories in an effective and

continuing manner. To develop the interpretative visitation centers, the Commission recommends consideration of the creation of semi-public corporations or foundations which can involve and harness the creative energies and resources of the general and corporate public. There is impressive evidence that the centers could be mostly privately financed and self-supporting if properly conceived and managed. They themselves could be developed as impressive evidence of the continuing viability of the traditional American values of self-initiative and self-reliance of local and regional communities.

The Commission staff will assist efforts to develop these centers by referral to appropriate firms and agencies who have developed expertise in the field.

17. The Commission recommends encouragement of the organization and equipping of reconstituted Revolutionary military units for participating in ceremonial events.

18. The Commission recommends the striking of a series of commemorative medals, in both precious and common metal, in such sizes and reliefs as shall seem most appropriate, to be distributed both by public sale and as presentation pieces for outstanding or meritorious contribution to the bicentennial programs of the state.

19. It is recommended that the Commission membership be so restructured as to reflect a broader representation of the total North Carolina community incorporating the

views of major social, educational, economic, and religious components of the state population. It is further recommended that the Commission be clearly designated as a temporary agency whose existence shall be coterminous with the completion of its work, i.e., the filing of its final report in 1989.

APPENDIX 1

THE NORTH CAROLINA AMERICAN REVOLUTION BICENTENNIAL COMMISSION

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Lumberton, North Carolina

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Mr. William A. Creech (Vice-Chairman)
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Dr. H. G. Jones (Secretary)
Department of Archives and History
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Senator Herman A. Moore
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Department of History
Western Carolina University
Cullowhee, North Carolina 28723

Dr. J. Max Dixon
Department of History
Appalachian State University
Boone, North Carolina 28607

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Chapel Hill, North Carolina 27514

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Department of History
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Winston-Salem, North Carolina 27106

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Department of History
Davidson College
Davidson, North Carolina

Mr. Wallace B. Evans
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Richard F. Gibbs, Executive Secretary
Box 1881, Department of Archives and History Building
Raleigh, North Carolina

APPENDIX 2

North Carolina American Revolution

Bicentennial Commission

Purposes and Policies

I

The North Carolina American Revolution Bicentennial Commission was established in 1967 by act of the General Assembly of North Carolina (Chap. 70). It consists of ten members appointed by the Governor (two for one year, two for two years, two for three years, two for four years, and two for five years, the successors of each group to be appointed for full five-year terms), plus the following ex officio members: the Director of Archives and History, the Director of Conservation and Development, the Superintendent of Public Instruction, the State Regent of the Daughters of the American Revolution, and the chairmen of the history departments (or equivalents) of the University of North Carolina at Chapel Hill, North Carolina State University at Raleigh, East Carolina University, Western Carolina University, North Carolina Central University, Appalachian State University, Wake Forest University, Duke University, and Davidson College. Ex officio members may appoint deputies fully empowered to represent them on the Commission.

Under the establishing act, this Commission is charged with a dual responsibility, both aspects of which should be considered to be interrelated, interdependent, and of equal importance, as will be explained:

- a. To make plans and develop programs for commemorating the bicentennial of the American Revolution, and, at the appropriate times, to conduct such plans and programs.
- b. To make better known to the citizens of North Carolina and of the United States the major and leading role played by North Carolina in the American Revolution.

II

In considering how best to discharge these responsibilities, this Commission deems it both advisable and necessary to have a working definition of the American Revolution. This seems essential due to the well-known and widespread diversity of opinion existing concerning the time and nature of the Revolution, including such views as that the American Revolution began in 1607 and is still going on; that the Revolution was a war for independence and nothing more; that it was simply a taxpayers' rebellion; that it was "social," or "economic;" that it was "radical;" that it was "conservative," etc., etc. While recognizing that everyone is entitled to his own opinion, this Commission takes the position that, if it is to function effectively, it cannot afford to embrace such a diversity of viewpoints as would induce, indeed compel, it to act at cross-purposes with itself. Therefore, the Commission, at least for operating purposes, declares itself to be of one mind as to the time and essence of the American Revolution.

The American Revolution was a series of events, inspired

by a particular spirit, comprising an integral struggle to establish permanent constitutional safeguards for civil liberty. In North Carolina, this struggle came to the point of no return in the First Provincial Congress meeting in New Bern in August 1774. This representative body declared as sine qua non for a restoration of harmonious relations with Great Britain that the latter make an "explicit declaration and acknowledgment of our rights." This meant no more ambiguous compromises such as had been engineered upon the repeal of the Stamp Act and the Townshend Acts. The North Carolinians clearly meant written constitutional guarantees by king and Parliament. The American Revolution came to an end in 1789 when, with the adoption of the Constitution, American liberties were given explicit constitutional security.

The spirit which inspired this Revolution, indeed compelled it, was characterized by a total commitment to the proposition that life without liberty is not worth living. Twin to this commitment was that of responsible obligation to preserve liberty for posterity in return for liberty having been bequeathed to the Revolutionary generation by its forebears.

This spirit was uncommitted to any particular form or mode of governmental, economic, or societal structure or process. It simply held liberty to be the supreme value of human society, not to be yielded to material considerations, or even to life itself. Any government or system of society which placed liberty in the same value position was compatible

with this spirit. Conversely, any which did not was its natural enemy.

In commemorating the American Revolution, the Bicentennial Commission has established its goal as nothing less than a renaissance of the spirit of the American Revolution.

III

Through identifying and recognizing the political, economic, and social ideals of the Revolutionary generation as uniquely their own, by declining to read back into that generation ideals and innovations which developed later, we may make the American Revolution a valuable point of reference, as well as an event deserving of great veneration. Armed with an historically verifiable understanding of that period, we may then compare it with earlier and later ones, and by this means we can see and measure the uniquely American way of life in operation as it has, from the beginning, steadily enlarged and protected the limits of personal liberty, political freedom, and social and economic democracy. It is in this way that our commemoration of the American Revolution can, in a strong sense, take its place among the chapters in the history of the defense of liberty, and that the Americans of today can contribute in their own way, as much to the cause of liberty as did our illustrious forebears in their way in their time.

IV

Turning from the subject of definition, the Commission recognizes the problem of historical truth. The Commission acknowledges, of course, that much of the detail of history is permanently lost. Nonetheless, we also know we must avoid permitting this difficulty to become an open sesame for equating opinion, legend, myth, "pragmatic truth," and falsehood with historically verifiable facts and the conclusions which may reasonably be drawn from the latter. The criterion, therefore, as to the validity of any historical claim ought to be authentic documentation by unimpeachable primary source material, and it is this criterion which this Commission hereby adopts as sine qua non.

V

The Commission also recognizes that very likely the most striking and far-reaching change to emerge from the American Revolution was the permanent welding together of diverse regions and peoples into one nation and one people -- the Americans. Patrick Henry only echoed a common sentiment when he declared that he was an American before he was a Virginian, and this new reality was further proclaimed to the world by Hector St. John de Crevecoeur in his memorable description of "this New Man, this American." This Commission acknowledges the validity of the human need for separate identities --

cultural, racial, religious, and geographic -- among our people, and it honors the legitimate manifestations and uses of such distinctions. At the same time, however, as did our forebears whose spirit and deeds we seek to commemorate and emulate, we also assert the paramountcy of the American identity. The Commission affirms its commitment to the principle that since all our people are common beneficiaries of the Revolutionary heritage they are also equally spiritual heirs of the Revolutionary generation.

In consideration of the well-intended but ill-informed earlier attitude toward the British people in general, and the American Loyalists in particular, the Commission feels it to be just and proper to adopt officially the attitude dictated by more recent, more adequately supported research. Revival of old animosities should play no part in this commemoration. Many actions of both Loyalists and Patriots did scant credit to either, as is always the case in civil war. It should behoove us to recall, and to emulate, the attitude expressed by the best of American patriots at the time, a sorrowful regret that all Americans could not stand unified on this vital issue; of tolerance toward honest difference of opinion which did not jeopardize the struggle for liberty; and, most of all, a genuine willingness and desire to forgive past differences when liberty was secure, and to welcome back in brotherhood those who were willing to return in the same spirit.

It is well, too, to recall that the American patriots were careful at all times to repudiate any notion that they

harbored ill-will toward the British people whom, as the Declaration of Independence makes clear, they held in high esteem and deep affection. So, too, did they make clear that they had no quarrel with constitutional monarchy. Their quarrel was with tyranny, or attempted tyranny, under whatever governmental guise it appeared. Denunciation of any particular form of government, so long as that government met the criteria of legitimacy spelled out by the Declaration of Independence, was no part of the Revolutionary philosophy, and should form no part of our commemoration.

VI

Inasmuch as it seems evident to the Commission that among our most efficacious and cherished institutions is that of a federal, in contradistinction to a national, system of government; that government is best when closest to the governed; that a large, omnipotent national bureaucracy is inimical to American liberty; therefore, the Commission is of the opinion that all legitimate efforts to maintain the viability of the several states as indispensable elements of the federal system ought to be fostered and encouraged. Since it also seems evident that the states cannot long expect to maintain their viability unless they also retain the affection and esteem of their citizens; and since the encouragement of pride in state history, through knowledge, is conducive to such affection and esteem, the Commission regards the encouragement of knowledge of, and pride in, North Carolina's major and

leading role in the American Revolution to be an essential element in the defense and transmission to posterity of the federal system of government. The Commission endorses the view that state pride, far from being a divisive factor in national life, is an essential ingredient in the outstanding American citizen. For these reasons, the Commission regards its obligation to promote North Carolina Revolutionary history as an indispensable corollary to its assigned task of commemorating the American Revolution.

VII

Sober consideration of the public nature of this Commission's work leads us to the position that the Commission's task is no less one of co-ordinating than of planning and conducting. In pursuance of this view, the Commission invites and requests the active participation of all our citizens in whatever manner they are ready, willing, and able to assist. The Commission would suggest that the North Carolina citizen consider what he ought and can do to assist this commemorative effort in the light of the love he bears his country and in light of the gratitude he feels it proper to manifest in return for the bounteous advantages of American life and citizenship.

APPENDIX 3

GOALS FOR DALLAS

An Ambitious Program Pays Off In Citizen Concern and Participation

ERIK JONSSON
Mayor of Dallas



■ ABRAHAM LINCOLN once observed: "If we could first know where we are, and whither we are tending, we could better judge what to do and how to do it." How apropos our needs in these uncertain, swiftly changing times!

Goal setting, taking into account things as they are and as they are desired to be, has a profound impact not only for individuals but institutions—industrial, civic, urban—alike. The process requires that the totality of problems and opportunities be examined simultaneously. It minimizes expediency and tends to halt the drifting process. It gives direction and meaning to preparations to act with informed deliberation in terms of one's resources. It can be made to fit the democratic way exceedingly well.

This is the approach we took in Dallas when we began a Goals program to ask, not tell, the people what kind of a city they wanted ours to become. Following my proposal in late 1965 that we initiate such a program, 27 community leaders were brought together to decide whether we should indeed proceed. Included were men and women from business, labor, the churches, schools, and professions.

As heads or former heads of major Dallas institutions, a number wore several hats. It is this group which has guided the program throughout its four-and-a-half-year life.

Agreement was reached on the approach we would take and a skilled administrator was asked to take a leave of absence from an educational institution to serve as staff director. Dr. Bryghte D. Godbold, a Ph.D. and a former general in the U.S. Marines, continues in this capacity. His staff has been kept purposefully small, for it was the intent, all along, that the substantive work would be done by the people. Our commitment to learn what the people considered to be their shared aims never wavered.

Our Planning Committee chose 12 local writers to survey and describe, in essays for future study, the conditions of the city in the 12 major areas selected for definition of goals: The Government of the City, The Design of the City, Health, Welfare, Transportation and Communications, Public Safety, Elementary and Secondary Education, Higher Education, Continuing Education, Cultural Activities, Recreation and Entertainment, and the Economy of Dallas.

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KEY PRINCIPLES OF A CITY'S GOALS PROGRAM

Goals are for all of the people. The goals are designed to serve all citizens of the community, not just select groups.

Community leaders launched and now guide the program. They do much more than lend their names; they devote their time and effort.

Wide citizen participation is not only encouraged, but vigorously sought. The program was launched with the belief that Dallas citizens, if given information on the prospects and problems of their community, would take part in setting and achieving goals in a knowledgeable, responsible, and imaginative fashion. Every citizen is urged to participate.

Conclusions reached by consensus. Unanimity is not expected. However, we have found that agreement by a large majority is possible.

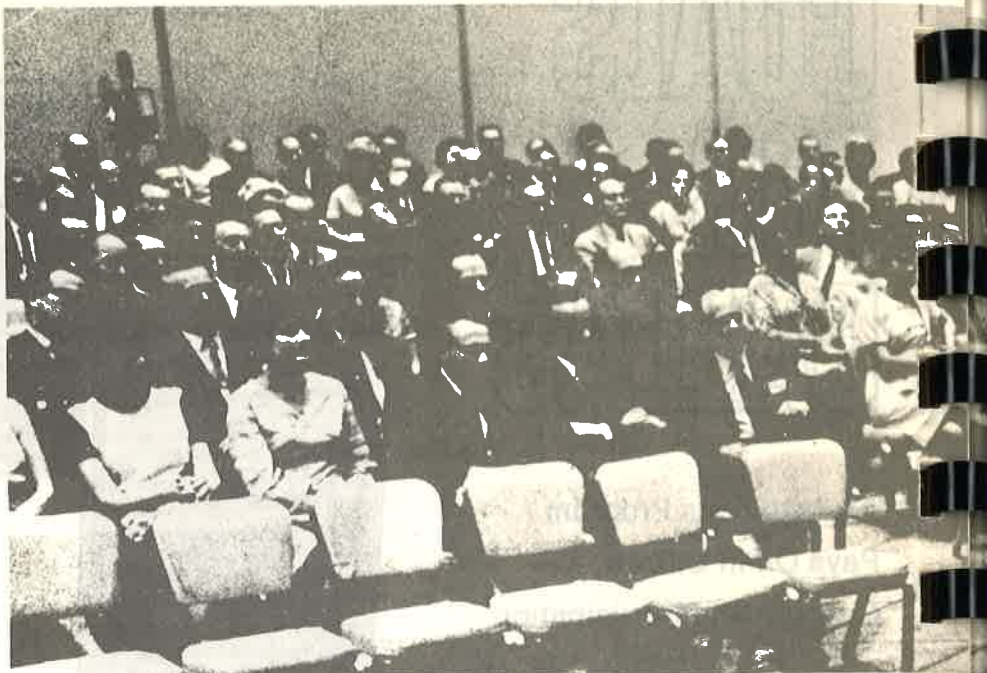
Representative citizen groups prepare proposals. Proposals for goals and their achievement are prepared by citizen groups selected to assure that many points of view are represented.

Many citizens' meetings held to review proposals. Proposals for goals and their achievement are reviewed in neighborhood meetings. Everyone is invited. The comments received are used to revise the proposals.

Program is non-partisan, non-political, and independent. Goals for Dallas is not associated with any governmental or other organization.

Program is a facilitating but not an implementing activity. Its primary aim is to provide a mechanism through which all people can express views regarding the type of community they desire to have. It assumes no authority for implementing goals.

Program is a long-term endeavor. This is not a "crash" effort, but rather a long-term undertaking. Time is needed to tell people about the program, to get them to understand it, to become interested, and then to take part.



Eighty-seven Dallas citizens were then chosen to study the essays and draft goals. The group included businessmen, blue-collar workers, homemakers, professional men, writers, labor leaders, students, and government officials. Many had never met before. Just as many came to the intensive, three-and-a-half-day "drafting" conference held in a quiet village 150 miles from our bustling city skeptical of each other, the prospect of agreement, and even whether or not it would be worthwhile. Their skepticism quickly faded as minds and spirits were drawn to the future and to dreams of civic excellence not only for themselves, but for their children and grandchildren.

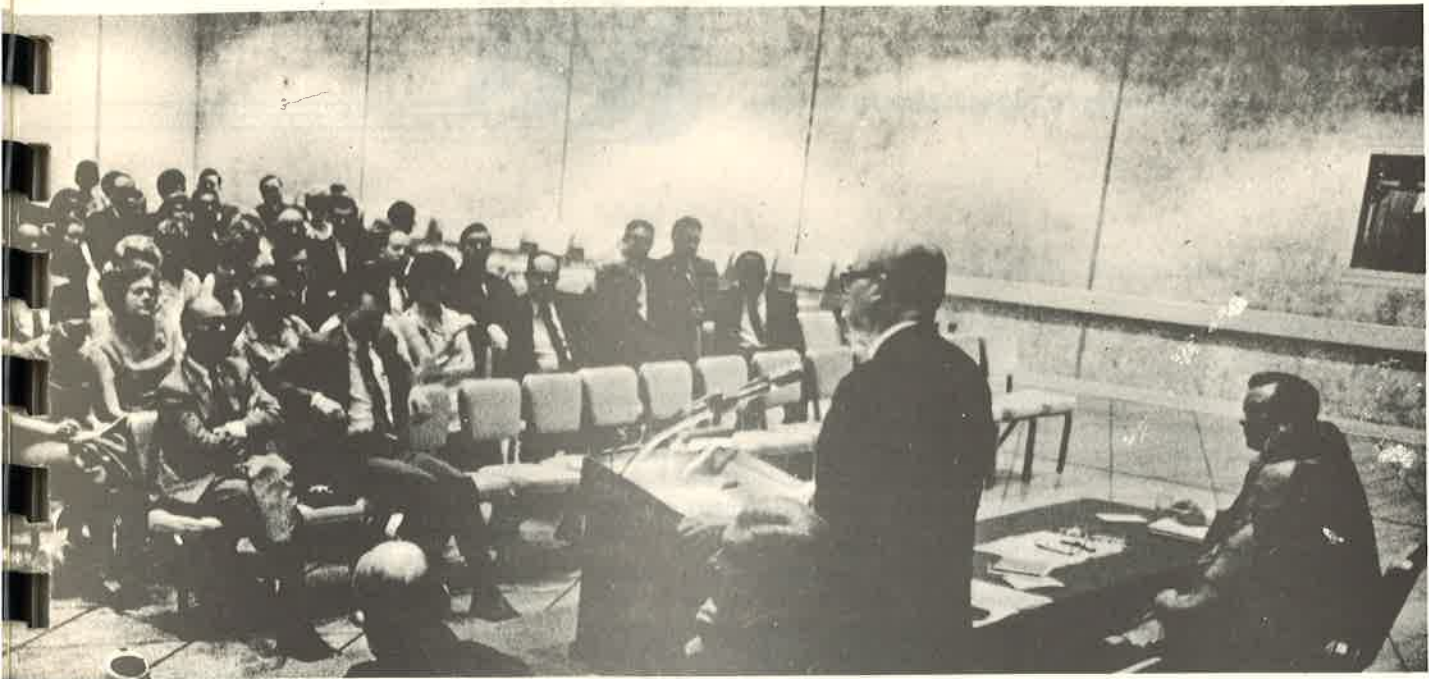
The goals they drafted were published along with the essays in a book placed on sale throughout the city, at cost—\$1. Free copies were made available in libraries and schools. From there the program spread to hundreds of information sessions and neighborhood meetings, to studies by task forces of Dallas citizens (each representative of the diversity of our citizenry) to recommend steps and organizations to achieve the goals, to estimate costs and project timetables for achievement.

The Goals for Dallas bookshelf now holds five volumes shown on Page 23. Their contents have been molded out of the participation of approximately

one out of every five Dallas citizens of high school age or older. Of the 100,000 participants, almost half have been young people. After all, the future belongs to the young. What could be better than to involve them in the discovery of what they will want and need from life, the parallelism in their aims and those of their community and their country?

We make no outlandish claims about the program. Surely, good things, important to Dallas, could have been achieved without Goals for Dallas. Neither do we suggest because of it all our problems are being completely, perfectly, and permanently solved. We did not expect all our urban ills to yield to instant solution. Some of the Dallas Goals are long-term; some short. Some must be achieved at great expense and sacrifice. Others were—or are—simply there for the doing. Immediate attainment was possible for some. Others may not be achieved for a decade or longer. But work is underway on 80 per cent of our 114 goals.

The goals give clear signals to private and public bodies about what people want and need. It follows that the people's support will, more than likely, generously be given. In 1967 the City of Dallas placed before the electorate a 14-item capital improvements bond program. Labeled "Dallas at the Crossroads," the program to-



taled \$175 million, carried sizable tax increases, and was approved by ratios of nearly 3 to 1. The priorities included were directly related to the Goals and provide for a wide range of improvements:

- Land purchase for the world's largest regional airport now under construction midway between Dallas and Fort Worth.
- A special services center for a disadvantaged 1,065-acre part of Dallas.
- Updating and renovation of Dallas' century-old and largest recreational area.
- An expanded convention center and a new municipal services center.
- New libraries and new fire stations and other similar projects.

Besides this program, numerous other achievements have been stimulated or accelerated by Goals for Dallas. Among them:

- A greatly expanded family planning program.
- A Council of Churches-sponsored Block Partnership activity matching affluent and disadvantaged groups to help the latter help themselves.
- "Storefront" police centers have been set up so people may become acquainted with Dallas police officers as the friends and protectors they really are.

The basic beauty of a Goals program, sincerely conducted "by, for,

and of the people," is that it encompasses not only the counsel of experts and those usually heard in community affairs, but it draws on the accumulated wisdom and common sense of people who customarily do not speak out. People eyeball each other across ethnic, economic, and social chasms otherwise seldom bridged and discover their common bonds, their likenesses. New networks of communications are opened; unexpected friendships are formed. Because of dialogue, some problems get solved before they become explosive,

To the numbers of cities which have inquired about Goals for Dallas, we hasten always to say that goals must fit the circumstances and problems of a particular place. Each community must decide for itself the approach to take. We can, and do, recommend the accompanying principles which are set out in summary form. Following them will help to ensure a successful, viable program of maximum results.

The results are neither easy nor automatic. The program must be soundly rooted in sincerity of purpose and mutual respect among fellow citizens. And program leaders must work at involving as many people as possible as deeply as possible. Through the cooperation of Dallas' news media, through civic clubs, chambers of commerce, schools, churches, friends and neighbors, participation in Goals for

Dallas was gradually built. It was helpful when people understood this was no rubber-stamp request, that they would get some things done in the city that were of particular interest and real value to them.

The Goals program is not an all-time, all things for all people panacea, but it offers a way for people to discuss their problems, their hopes, their aspirations. By conversing together they move toward a systemization of experience and begin to discover the substance of civic life which 20th-Century communications and mobility often now obscure. In the doing, not only can a city be made more beautiful and functional, but more human. ■



ERIK JONSSON has been Mayor of Dallas, Texas, since 1964. A professional engineer, he was associated for many years with Texas

Instruments, Inc., as treasurer, vice president, and board chairman (until his retirement in 1966). In 1968 Mayor Jonsson was selected by the American Management Association to receive the Henry Laurence Gantt Medal for "distinguished achievement in management as a service to the community."



EXCERPT — Days of Decision — MAYOR ERIK JONSSON

A little more than a year ago Mayor Erik Jonsson proposed that a broad cross-section of citizens undertake to determine the goals of this city and to do so within the framework of the mutuality of interests and coordination with neighboring cities and communities. This pioneer effort by a United States city was commenced in December, 1965 with the Mayor's appointment of a 25-member planning committee.

"As I have worked to fulfill my responsibilities as Mayor of Dallas, I have become increasingly aware of the lack of goals and plans for our city. I consider this a grave condition for I believe it results in expedient and injudicious decisions . . . I have reasoned that surely if goal-setting and planning is vital to individuals and to institutions, as I personally know them to be, they are just as valuable for and important to a city, which is simply an assemblage of individuals and institutions."

"In my experience, three fundamental kinds of planning are needed, both by individuals and by institutions. First, there is planning of goals for the whole, or perhaps a better phrase, the over-all needs. In my mind these are the philosophic delineations which contemplate our society today and as far into the future as we can reasonably estimate it, and basically define the social, economic, cultural, religious, educational and political goals for Dallas, Texas.

"Second and following immediately we need to define specific and detailed objectives that are in harmony with our philosophic goals.

"We need to price those objectives to see which ones are the most critical or desirable, assuming we cannot afford them — all at once.

"Third, we must have a mechanism to check our accomplishments against our plan — and to alter either our goals, our specific objectives, or our plans, as circumstances suggest changes.

"The Goals proposal seems to me to provide the framework within which we can understand more about what has led us to our present level of accomplishment and quality (in Dallas) and what can make it possible for us to understand it and thus to enhance it further."

PREPARATION FOR "GOALS FOR DALLAS"

To prepare for the development of Goals for Dallas, background material on basic conditions in the city will be essential. One of the main responsibilities of the Goals Planning Committee has been to consider how best to gather these materials. It has been agreed that competent Dallas writers will be chosen to prepare, in consultation with local and national experts, papers which state thoroughly and completely (both as to strong and weak points) where Dallas now stands in reference to the basic topics set out below. The Planning Committee has been divided into subcommittees which will assume responsibility for the development of these materials. Appointment of essayists is complete; their names appear opposite the topics as assigned. We are indebted to these fine writers and their employers for the time which will be required.

SUBCOMMITTEE	TOPICS	ESSAYISTS
1. The City and its Services to the People		
John Jackson, Chairman E. O. Cartwright Robert Cullum Thomas K. Gorman Albert Jackson Allan Maley Elgin Robertson John Stemmons W. L. Sterrett	Government of the City Design of the City Health Welfare Transportation Public Safety	Frank Langston Pat Y. Spillman Steve Landregan Carl B. Flaxman Larry Grove David A. Witts
2. Education		
Earl Cullum, Chairman M. K. Curry C. A. LeMaistre, M. D. Levi Olan Willis Tate	Pre-School, Elementary and Secondary Education College Education Graduate Education Continuing Education	Dennis Hoover Al Hester Mrs. Helen Callaway Dr. Margaret Wasson
3. Cultural and Recreational Activities		
William H. Dickinson, Chairman Mrs. C. Stathakos Condos Joe M. Dealey Stanley Marcus C. A. Tatum	Cultural Activities and Facilities Recreational Activities and Facilities	Marshall Tern Holland McCombs
4. The Economic Life of Dallas		
Earl Hayes, Chairman J. W. Aston P. E. Haggerty	The Economy of Dallas; Elements of Growth and Progress	Eugene C. Zorn, Jr.

With Special Consultant Herbert Gambrell, Mayor Jonsson will prepare an essay, "The City and Its Citizens."



STAFF DIRECTOR

Dr. Bryghte D. Godbold has been named Staff Director for the Goals for Dallas program and is on leave of absence from his post as vice president of the Graduate Research Center of the Southwest to fill this position. Dr. Godbold has wide experience in planning and one of his recent activities involved the development work for the new Association of Graduate Education and Research of North Texas (TAGER).

SPONSORS

Prior to his original proposal, Mr. Jonsson consulted the American Assembly about the program. The Assembly is a non-profit organization based at Columbia University and organized by President Eisenhower when he was Columbia's president. It has assisted many local, state and regional groups in analyses of subjects of concern to them and to society in general. In the process the Assembly has evolved a most useful pattern for group involvement and accomplishment in conferences. Because of this, the Assembly has been selected as one of the co-sponsors of the Goals for Dallas program. Joining in this sponsorship will be the Graduate Research Center of the Southwest.

SPECIAL ASSISTANCE

TO THE PLANNING COMMITTEE

Mayor Tom J. Vandergriff of Arlington and president of the recently organized North Central Texas Council of Governments has been appointed as Special Member of this committee. Named as Special Consultants to the committee were Andrew DeShong, vice president and general manager, Dallas Chamber of Commerce; Dr. Herbert Gambrell, Professor Emeritus, History, Southern Methodist University; and Clifford Nelson, president, American Assembly. Mayor Erik Jonsson was named Chairman of the Goals Planning Committee and L. T. Potter was chosen to serve as Vice Chairman.

**BROAD COMMUNITY PARTICIPATION
KEY TO "GOALS FOR DALLAS"**

Within the next few weeks additional persons will be named to the Goals for Dallas Planning Committee, including persons from other cities. Citizens from all walks of life will be represented in these appointments. The total number, approximately 80, will be asked to meet June 16-19 in a three-day conference in Salado, Texas to review prepared background material, and with it as a base, to propose the "Goals for Dallas". Shortly thereafter these will be broadly distributed in the city. Then in the early fall, a series of meetings will be held which all of the people of Dallas will be urged to attend. These meetings will provide the opportunity for all citizens who so desire to make known their views of the proposed goals. Afterward, in the late fall, Goals for Dallas will be published.

**FINANCING THE
GOALS FOR DALLAS
PROGRAM**

Including publications, administrative personnel, etc., it is anticipated that to complete the Goals for Dallas program will require expenditures in the order of \$100,000. Because of the importance of the program to individuals and institutions in the city, contributions to its financing will be welcomed. Checks may be made payable to the sponsoring institution, the Graduate Research Center of the Southwest, a non-profit corporation with tax-exempt status. Such checks should be clearly marked "for Goals for Dallas program."

RECOMMENDED

The Goals Planning Committee is now engaged in a course of general reading to sharpen awareness of the needs of an urban area such as ours. You are urged to do so as well. The reading list includes two books: *Goals for Americans* and *Self-Renewal* by John W. Gardner, Secretary of Health, Education, and Welfare — both available in local bookstores — and pertinent articles in periodicals such as "Tomorrow's Dallas" in the January issue of Dallas Magazine, "Making American Cities More Livable" in the January 8 Saturday Review, and the entire issue of *Scientific American* September 1965.

SEMANTICS!

Some people confuse ... or use interchangeably ... the word "goal" and the word "plan." It is important to this program to differentiate. One of Webster's definitions of "goal" is "the end to which a design tends; aims; purpose." A definition of plan: "method or scheme of action; a way proposed to carry out a design; project; as, a plan of campaign."



Goals for Dallas can have a lasting impact on the city only if its citizens care and share in setting its goals. Your help in encouraging citizen participation is earnestly sought.

MAYOR ERIK JONSSON STATES THE CHALLENGE OF GOALS FOR DALLAS

"Shall we deal adequately with the future, or be run over by it? Dealing with today's problems, do we keep the long-term in perspective and strive not to do things future generations must undo at great cost? Do we have in mind the need for the closest possible relationship between the city's aims and those of the individuals who comprise it?"

"... we must dream no small dreams. We must envision great, ambitious, difficult goals. Yet our objectives must be within our reach — if we are diligent, durable, faithful and willing to make sacrifices demanded by any worthwhile achievement."

— Excerpts from the Preface to the book, GOALS FOR DALLAS, to be published shortly after September 1.

Goals for Dallas, a pioneer effort by a United States city to determine what its basic aims, objectives, goals should be, began with a proposal by Mayor Jonsson in November, 1964.

In December, 1965, the Goals Program was set in motion when the Mayor invited 25 men and women of Dallas to join with him in planning this unique civic undertaking. Their aim was:

To develop a suitable and workable operating plan to bring together the talents of residents of our city and nearby communities in order for Dallas and its people to identify their overall needs and to set down ideals, visions, aims and long-term objectives.

FIRST STEP (Accomplished) / DEVELOPMENT OF PROPOSED GOALS

To serve as a starting point for determination by the people of Dallas of the goals for their city, 87 citizens of Dallas and neighboring communities were invited to express their views, especially keeping in mind the long-range future. The group first undertook a study program, recognizing that no one person can draw from his own experience all the relevant facts about a major city. Thirteen Dallas writers were asked to dig deep into the facts about Dallas as it is and to write reports. Their essays set out strong points and weak ones; raised major questions, and considered the views of many Dallas citizens and a number of nationally-recognized authorities.

The 87 representative citizens in the initial group were asked to study the essays and formulate answers to major problems posed in these papers.

There was still more homework for the goals-setters. They were asked to read GOALS FOR AMERICANS, the

1960 Report of the President's Commission on National Goals; SELF-RENEWAL by John W. Gardner; and other reports and articles on the problems and prospects for the major cities of our country. And on April 30, national experts in the fields of education, cultural activities and recreation presented their ideas about Dallas and other cities to the group.

With their homework completed, the 87 men and women met at the Stagecoach Inn at Salado, Texas, for three days. They formed a diverse group, representing many backgrounds, creeds, races, viewpoints, interests and occupations. The Conferees came from all sections of the city and included lawyers, doctors, pastors, businessmen, educators, college students, labor leaders, architects, scientists, engineers, government leaders, homemakers, blue-collar workers, white-collar workers... men and women... young, old, middle-aged. The Salado discussions of the 13 essay topics were frank, intensive and analytical, and a real spirit of understanding and interchange of ideas was developed. The conclusions of this Conference were recorded as a draft of Goals for Dallas, for review and revision by the people of the city.

The recommended goals and the essays are being printed in book form and will be available for \$1.00 per copy, beginning shortly after September 1.

NEXT STEP / REVIEW AND REVISION OF THE RECOMMENDED GOALS

Neighborhood Meetings in November The people of Dallas are asked to discuss the proposed goals and to suggest revisions and additions in meetings to be held throughout the city during the first half of November. Generally, meetings will be held in school auditoriums during evening hours.

The 25-member Goals for Dallas Planning Committee will continue to provide overall guidance for the program. A smaller Action Committee will coordinate the planning for the Neighborhood Meetings. The members of this group are Mayor Erik Jonsson, N. Alex Bickley, Donald A. Cowan, M. K. Curry, Jr., William H. Dickinson, Jr., Allan L. Maley, Jr., Stanley Marcus, Lee A. McShan, Jr., Les T. Potter, Elgin B. Robertson, Sr., Mrs. Morton H. Sanger, John M. Stemmons and Pat Y. Spillman.

In each neighborhood, a committee will be formed to plan a meeting for the people who reside in the vicinity. It is hoped that churches, PTAs, clubs, chambers of commerce and other service organizations will give their help to achieve the broadest possible participation of Dallas citizens in the Neighborhood Meetings.

Homework for Neighborhood Meeting Participants

Mayor Jonsson is most anxious that each participant study the recommended goals and read the essays and the other material referenced in the GOALS FOR DALLAS book. The Dallas Public Library and all its branches will have these

GOALS FOR DALLAS

available for loan shortly after September 1. The books can be obtained about that time at many downtown and neighborhood stores.

It is also hoped that each prospective Neighborhood Meeting participant will attend one or more meetings during October at his church, PTA, club or chamber of commerce for preliminary discussion of the recommended goals.

"What the Future Will be Like" Series Mayor Jonsson has announced a series of public addresses on "What the Future Will be Like" by international authorities on subjects pertinent to cities. The first of these was held on August 2, when Dr. Constantinos Doxiadis, world-famous city planner from Greece, spoke in Dallas. A reprint of his stimulating address is enclosed. Other speakers will appear in the fall.

Speakers for Preliminary Discussion Meetings Churches, PTAs, clubs, chambers of commerce and other organizations which desire speakers for preliminary discussion meetings of the recommended goals may call the Goals for Dallas office, RI 1-1738. Speakers will be Salado conferees and essayists, who will describe the Goals Program and answer questions about the recommended goals.

Special Meetings In addition to the Neighborhood Meetings, plans are being formulated to enlist the participation of the young people of the community, especially high school and college students. Arrangements also will be made for several special meetings to obtain views on the proposed goals from residents of nearby cities and towns.

Use of Results of Neighborhood and Special Meetings The contribution of ideas by citizens of Dallas and nearby communities will be used to revise the recommended goals. The revised GOALS FOR DALLAS will be published about January 1, 1967.

Tentative Schedule

September 1-5	GOALS FOR DALLAS book containing recommended goals and essays goes on sale in Dallas stores.
September 1-30	Committees plan Neighborhood Meetings in all parts of the city.
October 1-31	Churches, PTAs, clubs and other organizations hold preliminary discussions of recommended goals.
November 1-18	Neighborhood Meetings.

TO ACHIEVE THE GOALS

In early 1967, after the revised GOALS FOR DALLAS have been published, work will begin on the next phase... to translate the goals into specific objectives and outline plans with timetables, estimated costs and priorities. Involvement

of the people of Dallas in this process will be essential for success.

Some of the proposed Goals for Dallas are general, while others are quite specific; some are long-term and will require much time and planning before implementation can begin, while others can be achieved in short order. Progress toward some of the goals has begun already, with the Salado proposals sparking further action.

FINANCING OF GOALS FOR DALLAS PROGRAM

Almost 500 persons and companies have contributed \$85,000 to Goals for Dallas. A total of \$125,000 is needed. Contributions to complete the financing will be welcomed. Checks may be made payable to the sponsoring institution, the Graduate Research Center of the Southwest (P. O. Box 30365, Dallas 75230). The Center is a nonprofit educational corporation with tax-exempt status. Checks should be marked for "Goals for Dallas Program."

QUESTIONS AND ANSWERS

- Q. Who can attend Neighborhood Meetings?
A. All residents of Dallas are urged to attend. (Special meetings will offer equal opportunity to suburban residents.)
- Q. How many meetings are planned?
A. At least 20.
- Q. How will the Neighborhood Meetings be planned?
A. A small committee will be organized in early September in each neighborhood to plan a meeting.
- Q. Who will initiate action to plan a Neighborhood Meeting?
A. Salado Conferees and Essayists are being asked to take the first steps to organize a committee in each neighborhood.
- Q. How can a church, PTA, club, chamber of commerce or other organization help?
A. 1. Interest members in the Neighborhood Meetings.
2. Encourage and, if necessary, aid members to obtain GOALS FOR DALLAS books.
3. Organize meetings of members to study and discuss recommended goals as preliminary to the Neighborhood Meetings.
- Note: If a Neighborhood Committee has not invited your organization by September 27 to participate in a Neighborhood Meeting, please call the Goals office, RI 1-1738.
- Q. How can an individual help?
A. 1. Obtain a copy of the GOALS FOR DALLAS book, study the recommended goals, and read the essays and other reference material listed in the book.
2. Encourage your church, PTA, club, chamber of commerce or other organization to volunteer to participate.
- Q. When will information be available as to the date, time and place of each Neighborhood Meeting?
A. In late September.



Thousands of people in the Dallas area shared a civic responsibility of setting the 114 Goals for Dallas, statements of our mutual aims and desires. Now, again, the participation of the citizenry is sought to determine how to achieve the Goals—the function of the Second Stage of Goals for Dallas.

"The magic of the Goals Program is talking to people, finding out their opposites aren't so bad after all; coming to conclusions through reasonable consensus, common understanding, mutual trust.

"For too long, we have been talking to ourselves in little isolated clusters of folks with identical ideas and beliefs, forgetting that America was built by diverse peoples with many viewpoints.

"We should be having our discussions with the sprinkled and sparkling variety of citizens from all walks of life. When people talk seriously and objectively about mutual aims for their city, black and white, Christian and Jew, leftleaners and rightleaners, rich and poor, find themselves saying things in so much agreement that they look at each other almost in shock and surprise. There is common ground after all."

MAYOR ERIK JONSSON

BACKGROUND

Organization

The Goals Program was begun in December, 1965 at the suggestion of Mayor Erik Jonsson. A Planning Committee of 27 men and women representing a cross section of the community serves as the policy-making body. Dr. Bryghte D. Godbold, who is on leave from his duties as vice president of the Southwest Center for Advanced Studies, has served as Staff Director of the Goals Program since its inception. Mrs. Dorothea McGrath is assistant to the Director. The Goals office is located at 2100 Republic Bank Building in Dallas.

Contributions of 500 local individuals and organizations financed the first stage of the Goals program.

Neighborhood Meetings—1966

During November, 1966, 6,500 people of the Dallas area gathered in Neighborhood Meetings to express their views about the Goals proposed by 87 Goals Conferees who had met six months earlier. There were 33 meetings in 20 Dallas neighborhoods, in six nearby towns and special meetings of high school and college students. The Conferees helped arrange the meetings and served as discussion leaders. In preparation, civic and church groups held scores of meetings in which about 10,000 persons studied and discussed the proposed Goals.

At the public Neighborhood Meetings, attendees were divided into six discussion groups, with each considering two sets of Goals. They recommended to the general session approval, additions or changes in the Goals. Votes at each meeting were recorded by stenographic transcript and summarized for consideration of the Conferees in revising the Goals.

Revised Goals—1967

The revised Goals were published in mid-1967 following the second meeting of Goals

Conferees. Of the 98 proposed Goals, 62—or over 60 percent—were changed as a result of suggestions from the Neighborhood Meetings. Modifications ranged from minor editorial changes to complete rewording. Twelve new Goals were added and four were divided into two separate statements.

The resulting 114 Goals represent a consensus of the people who gave their time, energy and thought to Goals for Dallas. Publication of the Goals completed the First Stage of the Goals Program.

SECOND STAGE BEGINS

Task Forces

A principal activity of the Second Stage is the Task Forces which were organized in April, 1968 to propose how and when to achieve the Goals, to identify organizations which should be involved in implementing them and to estimate costs. Twelve Task Forces, one for each set of Goals, have begun work and will publish their proposals in the fall for review by the citizens of Dallas.

Leading the Task Forces activity is a committee composed of Les T. Potter, Chairman, Paul B. Frank, Robert W. Porter, George R. Schrader and Pat Y. Spillman, Staff Coordinator for the Task Forces is Pierson Ralph.

1,400 Volunteers

Members of the twelve Task Forces were chosen from 1,400 volunteers who were identified by 300 community representatives. The Chairmen and Vice Chairmen of the Task Forces are listed below along with the Staff Associates whose services are contributed on a part-time basis by business firms and universities.

TASK FORCES LEADERS

The Government of the City Task Force

James W. Aston, Chairman
Avery Mays, Vice Chairman
Sam F. Holmes, Staff Associate

Design of the City Task Force

Harold Box, Chairman
David R. Braden, Vice Chairman
O. J. Finney, Staff Associate

Health Task Force

Charles Sprague, Chairman
Christopher Berrisford, Vice Chairman
H. Wayne McKamie, Staff Associate

Welfare Task Force

William E. Collins, Chairman
Maceo Smith, Vice Chairman
Kenneth Estes, Staff Associate

Transportation & Communications Task Force

W. Dewey Presley, Chairman
Robert W. Porter, Vice Chairman
George Wilkin, Staff Associate

Public Safety Task Force

N. Alex Bickley, Chairman
Louis A. Bedford, Jr., Vice Chairman
Erle Nye, Staff Associate

Elementary & Secondary Education Task Force

Leland Turner, Jr., Chairman
William P. Clements, Jr., Vice Chairman
William Lovejoy, Staff Associate

Higher Education Task Force

A. Earl Cullum, Jr., Chairman
Robert Olson, Vice Chairman
Fred Bryson, Staff Associate

Continuing Education Task Force

Bill Priest, Chairman
Mrs. Lillian Bradshaw, Vice Chairman
John Evans, Staff Associate

Cultural Activities Task Force

Mrs. Eugene McDermott, Chairman
Dr. Louise Cowan, Vice Chairman
Jack Raskopf, Staff Associate

Recreation & Entertainment Task Force

Joe M. Haggart, Jr., Chairman
J. B. Lowe, Sr., Vice Chairman
Jim Carll, Staff Associate

The Economy of Dallas Task Force

P. E. Haggerty, Chairman
Elgin B. Robertson, Sr., Vice Chairman
Joe Ashmore, Staff Associate
Miss Nancy Tobin, Staff Associate-at-large

Citizen Participation and Neighborhood Organization

Widespread community participation is fundamental to the Second Stage of the Goals Program which will determine how to achieve the Goals. As in the First Stage, opinions will be sought from citizens who will be encouraged to share in the decisions about the future of the community.

Neighborhood Goals Committees have been formed in 20 areas of Dallas and are planned in Carrollton, Farmers Branch, Garland, Grand Prairie, Irving, Lancaster, Mesquite and Richardson. The Committees, under the leadership

of volunteers listed below, will organize neighborhood participation through a series of meetings. (Committees are still being formed in the towns not listed below.)

Schedule of Citizen Meetings

June 15 through September 30, 1968: Clubs, church groups and other civic organizations will arrange special Goals for Dallas meetings for their members to review the Goals Program (a new 15-minute film will be shown); to give each attendee an opportunity to express his views on priorities for achieving the Goals; and to obtain individual reactions to the Goals Program. The suggestions on priorities will be used by the Task Forces in making their proposals.

Late fall, 1968: Civic groups will hold a second series of special meetings to study and discuss the Task Forces proposals and to register members to attend the Goals Neighborhood Meetings.

Early 1969: Approximately 100 Neighborhood Meetings will be held under the sponsorship of the Neighborhood Committees to review the proposals for achieving the Goals and to suggest revisions as appropriate. Then the proposals, as revised, will be published.

Preparation for Summer and Early Fall Meetings

It is important that each person attending the meetings between June 15 and September 30 study the Goals in order to be able to register his suggestions for priorities. The Goals are printed in the book, *Goals for Dallas, Mutual Aims of Its Citizens*. Copies are available in public libraries or may be purchased for 41¢ each at the Baptist, Bishop College, Cokesbury, Doubleday, El Centro Junior College, Newsland, Presbyterian, SMU and University of Dallas book stores and at A&P, Kroger, Neiman-Marcus, Safeway, Sanger-Harris, Seven-Eleven and Cabell's, Skillern, Titcher's and Tom Thumb stores.

Neighborhood Committee Leaders

A Goals committee headed by C. A. Tatum, Jr. is coordinating the citizen participation phase of the Goals program. Its members are Vincent A. Carozza, Mrs. C. Stathakos Condos, John N. Jackson, Allan L. Maley, Jr. and W. W. Aston. Staff assistance is provided by Mike Engleman, Coordinator for citizen participation, and Mrs. Marjorie Stephens, Assistant Coordinator. Leaders of the Neighborhood Committees and their telephone numbers are listed below. (Boundaries and numbers of the neighborhood areas within Dallas are shown on the enclosed map. Locate the high school or junior high school nearest you to determine your neighborhood area. Each of the suburban towns, e.g. Garland, Mesquite, etc., comprises a separate neighborhood.)

NEIGHBORHOOD COMMITTEE LEADERS

Area 1

Donald Jarvis, Chairman, LA 6-8527
B. Frank White, Vice Chairman, RI 9-2344
Mrs. Albert Roberson, Secretary, FE 1-8618

Area 2

Jack McKinney, Chairman, ME 1-9450
Charles H. Storey, Vice Chairman, WH 8-7309
Mrs. Duane Schoelerman, Secretary, FR 4-1270

Area 3

Mrs. J. W. Dreisbach, Co-Chairman, FR 4-4076
Frederick Todd, Co-Chairman, FR 6-6449
Mrs. Arthur N. Fearing, Vice Chairman, FR 4-8752
Mrs. V. Alyce Foster, Secretary, HA 8-8311

Area 4

Mrs. John B. Cooke, Chairman, AT 6-1285
Mrs. H. B. Anthony, Vice Chairman, EX 1-2277
Mrs. Almon Toney, Secretary, EX 1-0755

Area 5

Perry Fite, Chairman, AT 6-0330
Will Lowrance, Vice Chairman, AT 6-0330
Mrs. J. B. Barton, Secretary, AT 6-0013

Area 6

Bolton Boone, Chairman, WH 6-8181
Mrs. Alice Dykeman, Vice Chairman, WH 6-8181
Mrs. John Lancione, Secretary, WH 2-1043

Area 7

S. M. Wright, Chairman, HA 1-1098
Mrs. A. W. Brashear, Vice Chairman, FR 4-2176
Mrs. Minnie Page, Secretary, WH 8-3493

Area 8

L. Butler Nelson, Chairman, HA 8-3594
C. C. Tedford, Vice Chairman, HA 1-3306
Mrs. Marjorie H. Jackson, Secretary, HA 8-4971

Continued

Goals for Dallas

Area 9

Roy L. Roberts, Chairman, RI 1-3711, Ext. 318
Cliff Groom, Vice Chairman, EX 1-4137
Mrs. Oscar Schneider, Secretary, EV 1-0870

Area 10

Herbert Garrett, Jr., Chairman, EX 1-1105
Don McPherson, Vice Chairman, EV 1-7350
Dick Stroman, Secretary, EX 1-2159

Area 11

Miss Mary Helen Martinez, Chairman, FL 6-3396
Ruben P. Armendariz, Vice Chairman, FE 1-2939
Mrs. Victoria P. Daniels, Secretary, RI 8-3929

Area 12

Charles Best, Co-Chairman, RI 1-1284
Clarence Russeau, Co-Chairman, HA 1-2166
Mrs. C. Wesley Gover, Secretary, FL 7-9414

Area 13

Dr. Margaret Wasson, Chairman, LA 1-4103
Mrs. Felix Goldman, Vice Chairman, LA 1-1902
Mrs. Pat Y. Spillman, Secretary, LA 8-8894

Area 14

Enslie Oglesby, Chairman, TA 7-5349
Raymond Holbrook, Vice Chairman, RI 2-3447
Mrs. Suzanne Greenman, Secretary, LA 8-8083

Area 15

Mrs. C. Stathakos Condos, Chairman, DA 7-3523
Mrs. Robert R. Good, Vice Chairman, DA 7-1121
Mrs. Ken Cook, Secretary, DA 1-3809

Area 16

Steve Landregan, Chairman, LA 8-3920
Robert McGinnis, Vice Chairman, DA 8-4195
Mrs. Edward Malouf, Secretary, BR 9-7372

Area 17

Bill Gaynier, Chairman, RI 8-4903
Frank Altick, Vice Chairman, EM 3-0121
Mrs. Kenneth Foree, III, Secretary, FL 7-3644

Area 18

Mrs. Morton Sanger, Chairman, EM 1-1785
Fletcher Yarbrough, Vice Chairman, RI 8-7161
Mrs. DeWolf Schatzel, Secretary, EM 3-3824

Area 19

John M. Whalen, Chairman, AD 5-9511, Ext. 3313
William B. Heroy, Jr., Vice Chairman, AD 9-3216
Mrs. Freda Soltes, Secretary, EM 8-3393

Area 20

Allan L. Maley, Jr., Chairman, RI 8-0441
William G. Wendell, Vice Chairman, RI 9-3352
Mrs. Norma Mecaskey, Secretary, DA 7-1071

Garland

R. Sandy Hallman, Chairman, 272-3476
Ernest E. Wright, Jr., Vice Chairman, RI 8-0205
James H. Rush, Secretary, BR 8-6261

Grand Prairie

George Watson, Chairman, AN 4-2545
E. Carlyle Smith, Jr., Vice Chairman, AN 2-1505
Joe G. Thurman, Secretary, AN 4-1558

Lancaster

H. L. Hurst, Chairman, 227-4649
T. J. Gaither, Vice Chairman, 227-2181
Mrs. John Dunn, Secretary, 227-4522

Mesquite

Paul Barham, Chairman, AT 5-6301

Richardson

J. S. Triolo, Chairman, AD 5-7367
Werner Beyen, Vice Chairman, AD 5-4770
L. G. Smith, Secretary, AD 5-3593

Questions on Citizen Participation in Goals for Dallas

Q: How can my club, church, PTA or other organization arrange a Goals meeting this summer?

A: Contact one of the neighborhood leaders listed in your area.

Q: What assistance will the Neighborhood Committee and the Goals Staff provide for the meetings?

A: A discussion leader, the Goals film, a projector, projectionist and screen, and a supply of forms for attendees to mark their priority choices on the Goals.

Q: I do not belong to an active organization in my neighborhood. How do I participate?

A: Contact one of your neighborhood leaders on the list and he will arrange for you to attend a meeting.

Q: How do I obtain copies of the book, *Goals for Dallas, Mutual Aims of Its Citizens?*

A: Copies are available in the public libraries and in the stores listed above. The cost is 41¢ a copy.

Economic Potentials Study

A third activity of the Second Stage is a study of the economic potentials of the Dallas Metropolitan Area to project significant economic benchmarks for the next ten to fifteen years. A grant from the Ford Foundation will finance part of the study which will be conducted in cooperation with the National Planning Association of Washington, D.C. The data will provide information to consider how quickly the Goals can be achieved. A committee coordinating this study is comprised of P. E. Haggerty, Chairman, and Philip E. Coldwell, A. Earl Cul-lum, Jr., Andrew W. DeShong, Jr., John M. Whalen and Eugene C. Zorn, Jr.



This fall, 75,000 citizens from throughout the Dallas area will comment on the proposals for achieving the Goals for Dallas. It is a key part of the Goals concept, a concept based on the idea that the people should be directly involved in shaping their city's future.

This report, the fourth published by Goals for Dallas, takes ten minutes to read. The story it tells could affect the life of each individual in the Dallas area. Take ten minutes to find out why the fall meetings are important to you and your family.

Here is the fall schedule:

September 15 to October 26 —

Goals Information meetings held by organizations.

October 27 to November 26 —

Neighborhood Meetings held in school buildings throughout the Dallas area.

Reaching Our Goals

One of the unique qualities of the Goals Program is its unlimited scope. It is not merely an effort to blueprint a plan for the physical development of the Dallas area. There are, certainly, Goals on physical development—from airports to parks. But there are also Goals on cultural activities,



on all aspects of education, on the development of human resources.

And just as the scope of the Goals Program is almost unlimited, so is the role of the citizen. Goals Neighborhood Meetings are open to all Volunteers working in the program represent every race, every creed, all economic levels and every section of Dallas County.

Every citizen has the opportunity to help shape the Goals and the steps to achieve them. And the role of the citizen does not end with this opportunity. Each individual also can help achieve the Goals.

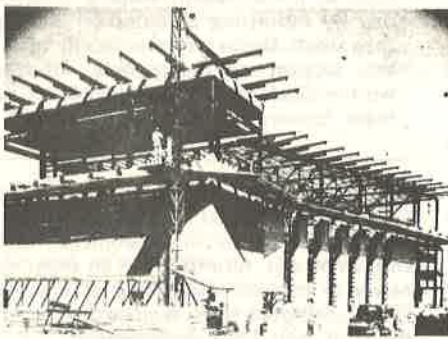
Attaining the Goals is not a responsibility that belongs exclusively to the City Council, the County Government or the Board of Education. It is shared by every voter, by every conscientious citizen. If the responsibility is not so shared, many of the Goals likely will remain unattained. There is ample evidence that a majority of citizens is willing to share this responsibility. Studies conducted by the Task Forces show that we are already making good progress toward reaching our Goals. Here's where we stand on achievement of our 114 Goals:

Four per cent of the Goals have already been achieved.

Substantial work toward achievement has been accomplished on 44 per cent.

Initial start-up actions have been taken to reach another 39 per cent.

Only on 13 per cent of the Goals has there been no work toward achievement.



Judge Sarah T. Hughes, Judge, Federal District Court: "Through Goals for Dallas there is a realization by the community of the urban problem. We are on the way to the attainment of the Goals in making Dallas livable for all the people."

Here are just a few examples of steps being taken to achieve the Goals for Dallas:

A city sales tax and a city hotel tax have been instituted by the City of Dallas. And Dallas has established, in the City Manager's office, a position for liaison with state and federal government agencies to seek out opportunities for financial assistance (Government of the City, Goal 4).

Recent City Charter amendment provides for the strengthening of the Department of City Planning (Design of the City, Goal 1).

The North Central Texas Health Planning Council has been formed (Health, Goal 6).

The block partnership program, sponsored by the Dallas Council of Churches has been instituted between a number of churches and residents of disadvantaged areas to share in seeking solutions to basic problems and to develop leadership in underprivileged neighborhoods (Welfare, Goal 6).

Construction on the Dallas-Fort Worth airport site began in December of 1968 (Transportation & Communications, Goal 3).



The Youth Guidance Commission was organized recently through efforts of a Dallas church group to provide counseling to pre-delinquent youngsters referred by the Dallas County Juvenile Department. The Commission has grown into a non-denominational, inter-racial organization which trains volunteer counselors (Public Safety, Goal 7).

The first Dallas Independent School District kindergartens have been started and a schedule for expansion to a systemwide basis has been prepared (Elementary and Secondary Education, Goal 8).

The Southwest Center for Advance Studies, Austin College, Texas Christian University, and the University of Dallas are joining with Southern Methodist University to provide degree programs in engineering using a television network. Other universities have been invited to participate (Higher Education, Goal 4).

KERA is working on a five-year program to expand both programming and facilities. This began in March of 1969 with a series of Saturday morning programs for pre-school children. Over 720 adults organized children's groups throughout the Community to view the stimulating programs. The station plans to expand the program to two hours daily, six days a week, in the fall (Continuing Education, Goal 5).

The City of Dallas is sponsoring public concerts by the Dallas Symphony Orchestra at a cost of \$50,000 per year (Cultural Activities, Goal 5).

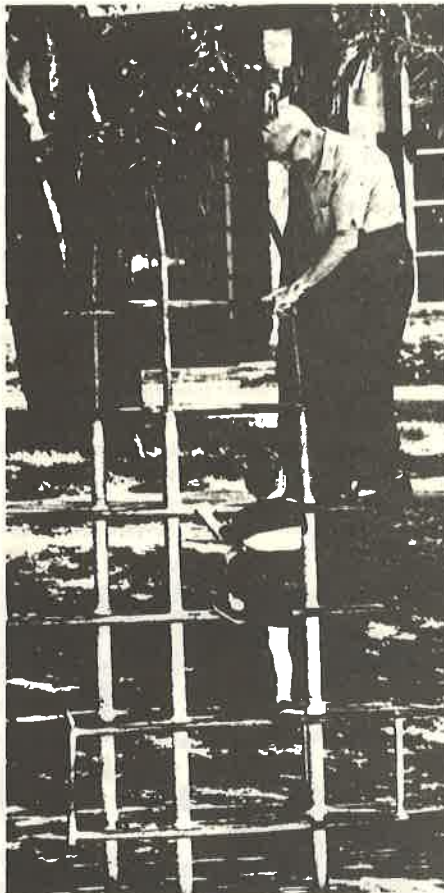
The Dallas Park Department has built and operates 15 recreation center buildings with facilities for sports activities and meeting rooms. Six additional centers are scheduled for completion within the next few years (Recreation & Entertainment, Goal 5).

The Economic Potentials Study (See Page 4) will develop a methodology for projecting significant economic and demographic data for the Dallas area (Economy of Dallas, Goal 3).

Mrs. Morton Sanger, Housewife, active in civic affairs: "I would hope for two chief things from the Goals Program: One, that the people who live in our city — all of us — would begin to feel a sense of control over events instead of impotence and drift; and two, that we would see those things which we have seen before as isolated issues in their true connectedness and relevance. I think that nothing significant can happen until many citizens take up the full weight and pressures of responsibility and others share the power they now possess."

The Beginning

More than three years ago, Goals for Dallas began as an idea. It was in December of 1965 that Mayor Erik Jonsson met with a group of citizens — a group that represented the major segments of Dallas citizenry. He put the question to them: "Shall we deal adequately with the future, or be run over by it?"

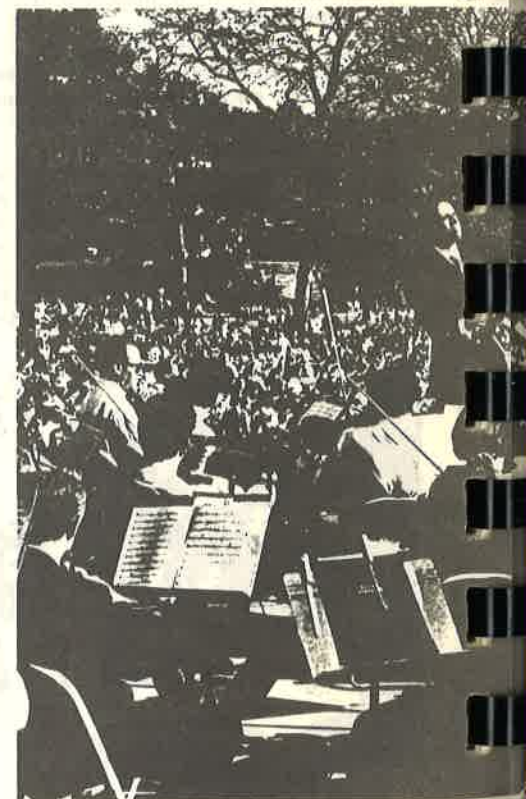


Rep. Zan Holmes, Member, Texas Legislature: "I commend Goals for Dallas for providing an opportunity for private citizens to participate in shaping their destiny by expressing opinions on the Goals they wish Dallas to pursue. By gaining the support of the people for these worthy Goals, it will be possible to carry them forward for the benefit of all."

The Goals for Dallas Program began on that day, really, as an experiment—innovative, ambitious, futuristic, but an experiment. Never in modern history had an entire citizenry attempted to participate directly in the thrust of their city's development.

Basically, the plan of Goals for Dallas is this:

1. Set broad Goals for the development of the Dallas area (completed in 1967).
2. Decide how and when the Goals should be achieved.



3. Make certain the consensus of the people is represented in the Goals and by the ways of achieving them.

4. Ensure that the Goals continue to be relevant and that they can be — and are — met. After three years, the Goals Program remains an experiment. But things are happening in Dallas and they indicate that the experiment will be successful (see "Reaching our Goals," on Page 1).

The experiment is not being carried out just by the original group of 27 citizens which met with Mayor Jonsson three years ago. The



27, which later became the Goals Planning Committee, have been joined by more than 50,000 who are making the experiment work.

First Stage

In the summer of 1966, 87 citizens from all parts of Dallas wrote a set of proposed Goals for Dallas. These 87 constituted a broad cross-section of Dallas — businessman and wage-earner, Christian and Jew, young and old, black and white, liberal and conservative

Then in November of 1966, 33 open-door meetings were held for citizens to express



Mrs. Sibyl Hamilton, former member, Dallas City Council: "The Goals Program has provided a valuable means of communication for all segments of the population. The opinions as stated in the Neighborhood Meetings have given the city government a sense of direction for accomplishing its portion of the Goals . . ."

their views about the proposed Goals. More than 6,500 attended these Neighborhood Meetings. In preparation for the meetings, clubs and religious groups had held scores of discussion sessions on the Goals.

The Neighborhood Meetings were for real. Of the 98 proposed Goals, 62 — or more than 60 per cent — were changed as a result of citizens' suggestions. Modifications ranged from minor editorial changes to complete rewording. Twelve new Goals were added and four were divided.

The resulting 114 Goals represent a consensus of the thousands of citizens who gave

their time and thought. Publication of the revised Goals in mid-1967 completed the First Stage of the Goals Program.

Involvement of the citizen in shaping the future of his city is the key to Goals for Dallas. To date, more than 1,100 individuals have been Goals for Dallas volunteers.

The need for volunteer talent always exists in the Goals Program. If you wish to participate in this exciting experiment, telephone the Goals office at RI 1-3078. Your name will be entered on the volunteer rolls. You will not be asked to perform make-work activities. Only when your talents are needed will you be contacted.

Second Stage — The Task Forces

Once Dallas had its Goals, it was ready for the Second Stage, which began in early 1968. Here was the formula:

Identify the major steps needed to reach each of the 114 Goals.

Identify the organizations and agencies which should be responsible for getting the major steps done.

Set a completion date for each major step.

Estimate, where possible, the cost of each major step.

Initially, the major share of this work was done by 300 citizens who comprised 12 Task Forces. Each Task Force was responsible for proposing how to attain the Goals in one of 12 subject areas: Government of the City, Design of the City, Health, Welfare, Transportation and Communications, Public Safety, Elementary and Secondary Education, Higher Education, Continuing Education, Cultural Activities, Recreation and Entertainment, and the Economy of Dallas.

Each Task Force was a slice of Dallas; it represented a broad cross-section of opinion. The work was not easy. The Task Forces read, dug, questioned and discussed. They interviewed scores of advisers — local and out-of-town experts. These knowledgeable people included the heads of public and private organizations who would bear the major responsibility of getting the Goals accomplished — city managers, school superintendents, hospital administrators and the like. It was not a how-blue-is-the-sky study that would be useless to the people who would have to take the leadership in getting the job done. They proposed specific, practical steps for reaching the Goals. When they finished, the Task Forces volunteers had invested more than 18,000 manhours in the future of their city.

The proposals for achieving the Goals then went through two committees — one to make the complex reports as readable as possible; the other to review the reports for omissions, feasibility, contradictions and the like. Both committees worked with the Task Forces Chairmen.

As a final check, a group including the Chairmen of all Task Forces reviewed the proposals as a package, to make sure that they were consistent in strategy and with realities when viewed as a single entity.

It was a lengthy process, but solid study and thought is not an overnight cram session. The results of this work will be published and widely distributed early this fall.

Dr. Nolan Estes, Superintendent, Dallas Independent School District: "Goals for Dallas provides an important communications channel linking all segments of life in the city with organizations charged with the responsibility to furnish the service people want and need. With continued interest, understanding and participation by thousands of citizens objectives for an even greater Dallas can and will be reached."

Second Stage —

Economic Potentials Study

While the Task Forces were at work, a study was begun to forecast basic socio-economic indicators for the Dallas area for the next 10 or more years. The study will forecast such vital benchmarks as the annual value of all goods and services produced, population, income, and the like. The reason for the study is this: If we are going to plan for the future, we need some idea about the resources available to achieve the Goals.

The National Planning Association in Washington, D.C., a non-profit economic research organization, is giving advice on methods of making projections and is furnishing technical help in identifying, collecting and collating the facts necessary to make such predictions. The uniqueness of this study attracted a grant from the Ford Foundation to pay for the National Planning Association assistance and for part of the local work, which is being done at SMU's Institute of Urban Studies.

The first Economic Potentials Study report will be ready in the fall of 1969.

Second Stage — The People

The Task Forces volunteers were not alone in their labors. The early months of 1968 also saw volunteer committees in 20 Dallas neighborhoods and eight suburban cities (Richardson, Carrollton, Farmers Branch, Lancaster, Duncanville, Garland, Mesquite and Grand Prairie) begin organizing for a two-step citizen participation campaign.

The first step came in the summer and fall of 1968. Members of clubs, religious organizations and PTAs, employees of large businesses and high school and college students attended meetings to rank the Goals. At the 456 meetings held during the five-month period, individuals were brought up to date on the Goals Program by the film, "To Shape a City," their questions were answered by a volunteer discussion leader and they filled in a questionnaire by picking the three Goals in each Goals subject area they believed should have priority for achievement. The results of these questionnaires were given to the Task Forces to help in setting the dates when major steps for achieving the Goals should be accomplished. Attendance at these summer-fall meetings totalled 53,122 — an 800 per cent increase over attendance at the 1966 Neighborhood Meetings. The Goals experiment was clearly gaining momentum.

Dr. W. A. Criswell, Pastor, First Baptist Church of Dallas: "Not favorable situations and not natural resources have built Dallas, but men — men of vision and courage and determination. The Goals for Dallas program is a part of that modern commitment that will inevitably make Dallas an ever greater city in the future than it has been in the past."

Coming This Fall

Now that the Task Forces have finished, it is up to the people to review the proposals for achieving the Goals. This review is planned to come off like this:

September 15 to October 26: Information Meetings will be held by club, religious, PTA, high school, college and employee groups. These 30-minute meetings will give citizens their first look at the proposals for achieving the Goals. A new film will be shown. A schedule of the Neighborhood Meetings and a summary of the proposals will be distributed. A trained discussion leader will answer questions raised by his audience. Any group of 25 or more interested people can arrange a meeting. Call RI 1-3078 about scheduling a meeting. Deadline for arranging these meetings is August 31, 1969.

October 27 to November 26: Neighborhood Meetings will follow Information Meetings. These three-hour, open-door meetings will be held, generally, in school buildings throughout the Dallas area and will normally start at 7:30 p.m. At the meetings citizens will review the proposals for achieving the Goals and then approve them or recommend changes. The results will be used to revise the proposals.

Upon publication of the revised proposals for achieving the Goals, the Second Stage of the Goals Program will be completed.

Miss Tam Pillsbury, Student, W. T. White High School: "The Goals for Dallas program is a step towards a more personal city government where all citizens can take part in discussing and planning improvements for Dallas as well as making the final decisions concerning them. I know the young people of Dallas are especially grateful for the chance to take part in the program."

Third Stage

The basis of the Goals for Dallas Program is the same as that of the New England town meeting in our country's early history. But instead of a single meeting, there are hundreds to ensure that all elements of the complex urban society that is Dallas are represented. From this urbanized town meeting came, first, the Goals. Next will come the citizen-reviewed proposals for achieving the Goals.

The Third Stage of the Goals Program will go like this:

The revised proposals for achieving the Goals will be sent to heads of every organization and agency identified in the reports as responsible for achieving or helping to achieve one of the Goals. City, school, county and state officials, plus heads of private organizations like the United Fund and Dallas Symphony Orchestra, will be among the recipients.

At the end of 1970, and each year thereafter, a report on the progress these agencies and organizations are making toward achieving the Goals will be published and widely distributed.

In 1971, five years after the Goals were first developed, there will be systematic review and revision of the Goals and ways to achieve them to keep them up to date with changing times.

So the Third Stage — a continuing job — will complete the experiment, the job of adapting the early-day town meeting to Twentieth Century conditions to offer all the people a way to declare what they want for the Dallas area of tomorrow. But, as usual, the job of shaping a city will not be done easily; it will require each individual to follow closely the work of achieving the Goals and to support those organizations and agencies which are to get the job done.

And in the final analysis, the success of this experiment will depend on the dedication, intelligence and goodwill of every citizen in the Dallas area.

APPENDIX 4

Proposed Calendar of Events to be Observed in North Carolina
During the Commemoration of the Bicentennial of the American
Revolution

Asterisk (*) indicates an event of national significance.

1974

July 21st: Call of the Wilmington Committee for the election
of the First Provincial Congress.

- * August 25th: Meeting of the First Provincial Congress at New
Bern. Effective establishment of the first revolutionary
government in America.
- * September 5: Convening of the First Continental Congress at
Philadelphia.

1975

April 3-7: Meeting of the Second North Carolina Provincial
Congress and endorsement of proceedings of the Continental
Congress. Meeting and dissolution of the last royal
assembly in North Carolina. New Bern.

- * April 19th: First bloodshed of the war at Lexington and Concord.
- * May 10th: Assembling of the Second Continental Congress at
Philadelphia.
- May 26th: Flight of Josiah Martin, last royal governor of
North Carolina.
- * May 31st: Adoption of the Mecklenburg Resolves.
- * June 15th: George Washington appointed Commander-in-Chief of
the Continental Army.
- * July 12th: Day of fasting and prayer throughout the thirteen
colonies.

August 20th: Assembling of the Third Provincial Congress at
Hillsborough and establishment of provisional government
for the province.

- * November 12th: Capture of Montreal, Canada, by General Richard
Montgomery, for whom Montgomery County, North Carolina
was named.

1975 (cont'd)

December 14th: North Carolina troops aid the Virginians at the Battle of Great Bridge, near Norfolk.

December 22nd: North Carolinians aid South Carolina in suppression of the Scovellite loyalists in the "Snow Campaign."

1976

- * February 27th: Battle of Moore's Creek Bridge. Foils British plan to land Cornwallis' army at Cape Fear.
- * April 12th: Halifax Resolves. First official action by a colony authorizing a declaration of independence.
- * June 28th: Battle of Charleston ends threat of British invasion of the southern colonies. North Carolinians play significant role.
- * July 2nd: Richard Henry Lee's resolution calling for independence is adopted by the Continental Congress.
- * July 4th: Continental Congress adopts the Declaration of Independence.
- July 20th: Treaty of Long Island with Cherokee Indians, defeated by General Rutherford of North Carolina.
- November 17th: Adoption of Declaration of Rights by Fifth Provincial Congress.
- November 18th: Establishment of North Carolina's first State constitution.
- December 23rd: First State constitution goes into effect and Richard Caswell becomes the first governor of the independent state of North Carolina
- * December 26th: Battle of Trenton.

1977

- April 7th: First General Assembly of the new state meets at New Bern.
- July: First North Carolina regiments join Washington at Valley Forge.
- * October 17th: Surrender of Burgoyne's army at Saratoga.

1978

- * February 6th: Signing of the treaties with France.
- April 24th: North Carolina ratifies the Articles of Confederation.
- * June 17th: Continental Congress rejects proposals of Carlisle Commission.
- May 2nd: Judge James Iredell's charge to the Grand Jury at Edenton.

1979

- June 20th: Battle at Ramsours Mill.
- * September 23rd: Naval victory of John Paul Jones over HMS Serapis.

1980

- * October 7th: Battle of King's Mountain.

1981

- * March 1st: Formal ratification of Articles of Confederation.
- * March 15th: Battle of Guilford Courthouse begins Cornwallis' long retreat to Yorktown.

1983

- * September 3rd: Signing of the Treaty of Paris.
- * November 20th: Washington's Farewell Address to the Army

1984

First Cession of Western Lands by North Carolina to the United States.
Formation of the Lost State of Franklin.

1985

- * May 20th: Land Ordinance of 1785

1986

- * September 14th: Annapolis Convention.

1987

- * July 13th: The Northwest Ordinance
- * September 17th: Signing of the United States Constitution at Philadelphia.
- * November 26th: Decision of Bayard vs. Singleton. First judicial invalidation of a legislative act in the United States.

1988

- * June 21st: Ratification of the Constitution.

August 1st: North Carolina declines to ratify the Constitution without a Bill of Rights.

1989

- * April 5th: Organization of the First Congress of the United States.
 - * April 30th: First Inauguration of President George Washington.
- November 21, 1989: North Carolina ratifies the Constitution.

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