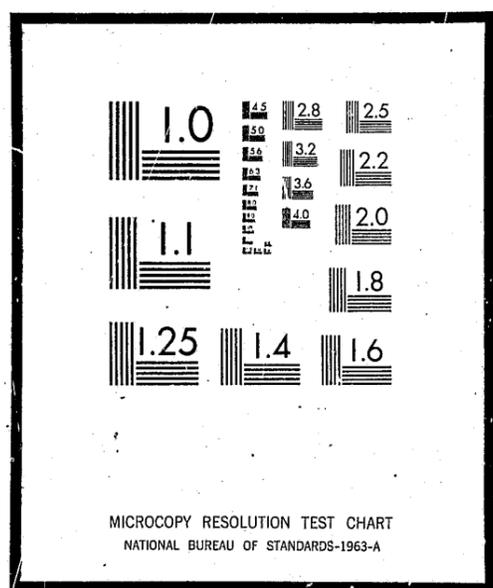


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A Framework for Community Development Action Planning

Volume I: An Approach to the Planning Process

Harold S. Becker
Raul de Brigard

INSTITUTE FOR THE FUTURE

R-18

A FRAMEWORK FOR COMMUNITY
DEVELOPMENT ACTION PLANNING —

VOLUME I,
AN APPROACH TO THE PLANNING PROCESS

Harold S. Becker
and
Raul de Brigard

A Report to the
Connecticut Department of Community Affairs

Institute for the Future
Middletown, Connecticut 06457

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Report R-18

TITLE: A FRAMEWORK FOR COMMUNITY DEVELOPMENT ACTION PLANNING

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Middletown, Connecticut

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ABSTRACT: Volume I: An Approach to the Planning Process

The Connecticut Department of Community Affairs funds a municipal comprehensive planning and management program known as CDAP (Community Development Action Plan). Municipalities joining the program must (a) set goals and objectives, (b) survey needs, (c) evaluate alternative ways to meet the needs, (d) establish priorities, and (e) schedule a five-year action program covering all aspects of physical, economic, and human-resource development. Much emphasis is placed upon citizen participation.

The Institute for the Future, using data derived from a Delphi inquiry, generated check lists of goals and objectives, needs, social indicators, and possible actions for each of 13 areas of municipal development concern. These check lists are intended to be suggestive and are recognized as not being completely comprehensive. However, they are quite broad in coverage and should serve to stimulate the thinking of community groups engaged in comprehensive planning.

The relevance tree, or top-down, approach to planning common to planning-programming-budgeting systems has significant limitations when lay citizens are involved in planning. Instead, the planning process may be viewed as a continuum which can be entered at any point. If this approach is taken, a series of sequential questions and work sheets, that are intellectually comfortable to laymen, can be constructed to enable communities to relate goals and objectives, actions, and indicators of needs and progress toward solution of those needs.

Volume II: Study Procedure, Conclusions, and Recommendations for Future Research

The Delphi conference, in this case a series of three consecutive questionnaires provided to participants representing a cross-section of Connecticut's communities, facilitated an anonymous debate on the issues being considered. This technique is a demanding but fruitful method to use in generating information about community goals, needs, and social indicators. When addressing such a broad area, there are certain dangers of misinterpretation; for example, respondents may reject an obviously desired goal, qua goal, if the action proposed to reach that goal is viewed as having undesirable side effects.

Furthermore, many insights into community values are latent in the responses of the Delphi participants. This material could provide a basis for further investigations by social scientists.

PREFACE

This is the final report of a research project conducted at the Institute for the Future under a contract with the Connecticut Department of Community Affairs (DCA). The purpose of the project was to investigate methods for improving the analytical process which municipalities use in preparing a Community Development Action Plan (CDAP). The focus of the project was on methods for determining a municipality's goals and needs, formulating action programs, and measuring the impacts of those actions.

The investigation is documented in two volumes. The first volume provides a brief summary of the study flow, describes a novel approach to community development action planning evolved in this project, and presents check lists for use in community planning with this approach. These check lists, compiled during the study, include sets of potential community goals and objectives, actions and their probable consequences, and quantitative indicators capable of providing some measure of the effects of such actions. The second volume describes the study procedure in detail, discusses significant aspects of the study as they emerged, and offers considerations for future research.

The preparation of this report was financed in part through a comprehensive planning grant from the U.S. Department of Housing and Urban Development, and in part through a grant from the Connecticut Department of Community Affairs, authorized by the Community Development Act of 1967.

The authors are grateful for the help received from their colleagues on the Institute staff. In particular, Theodore J. Gordon, Selwyn Enzer, and Harold Strudler provided valuable counsel and advice. Tarun Shukla deserves special mention for the long, tedious hours spent in analyzing and compiling data.

A particular word of thanks and appreciation goes to Dr. Karl Scheibe, Associate Professor of Psychology at Wesleyan University, who consulted with us on the design of the Delphi inquiry through which much of the data used in this investigation was derived. Several persons associated with primary

and secondary education in the New York City area graciously consented to be interviewed during the formative period of the study, and the insights gained during these discussions were most helpful; our thanks go to Evelyn Felsten, Helen Henley, and Bennett Strudler. A special note of appreciation, for their unstinting efforts in cooperation with this study, goes to the staff of DCA's CDAP Division - Clyde Fisher, Robert Benson, and Rama Katari.

Last, but certainly not least, are those individuals who provided an invaluable contribution through their participation in the Delphi inquiry. Of those participating, the following forty-four have allowed us to list their names in this final report. It should be noted that all but one of these individuals reside and work in Connecticut.

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I. INTRODUCTION

A. BACKGROUND

Large cities and small towns throughout our nation have taken up the task of setting goals for themselves and selecting actions to accomplish these goals. On the one hand, these programs reflect an awareness that communities can create rather horrible living conditions. On the other hand, they reflect a realization that society has at its disposal the means to create a quality of life that can be both physically attractive and intellectually satisfying, thus allowing man to live more than ever before in harmony with his fellow beings and his environment.

Creation of goal statements has been part of the way of life for Americans since the earliest settlers arrived. Indeed, the founding documents of the American Republic--the Declaration of Independence and the U.S. Constitution--present meaningful and far-reaching statements of goals, which laid the foundation for community actions of historic importance.

However, establishing municipal goals, determining priorities, and selecting from among alternative action programs are no small tasks. Communities' value systems and beliefs are subject to scrutiny and question. Furthermore, resources are scarce and municipalities generally turn to state and federal government agencies for assistance. In order to obtain such assistance, municipalities are usually required to comply with regulations, often perceived by the community as being too far removed from its problems.

State and municipal charters have been replete with goals and objectives, and much constraining or enabling legislation has been enacted devoted to accomplishing tasks in "the public interest". Too frequently, however, these statements have had little significance or have been too intangible to those faced with establishing action programs, setting priorities, and making decisions on budget allocations. Moreover, they sometimes have seemed quite remote to the man in the street, especially when he has found contradictions between declared purposes and actions taken. In fact, the very meaning of

the word "goal" is often interpreted differently by the various community interest groups for whom the goal purportedly has been established.

In an attempt to remove certain of these problems and to improve the quality of life of its citizens, the Connecticut legislature in 1967 created the Department of Community Affairs (DCA) and along with it a broad statewide program of municipal planning assistance known as CDAP, meaning Community Development Action Plan. The CDAP program is directed toward significant reform of traditional planning and has as its primary purpose the strengthening of local government's ability to improve the conditions of community life. The program is directed toward facilitating the creation of an action plan by the community for dealing with foremost current problems, and for anticipating, and thus preventing or minimizing, future ones. It is intended that all aspects of community life be examined and that no area of local government's responsibility be overlooked. Specifically included are twelve areas: education, housing, health, recreation, social services, economic development, public utilities and services, public protection, transportation and circulation, culture, inter-personal communication, and general municipal government.

The current approach to development of such an action plan by the community involves several steps. First is the setting of goals and objectives. The community next undertakes an inventory of its physical, human, and economic needs in each of the twelve areas. Once needs are known, the community analyzes and evaluates the costs and benefits of various alternatives for satisfying these needs. It then is asked to establish priorities for the allocation of its resources. Lastly, the community is required to formulate an action plan that defines specific programs and activities to implement the programs it has selected.

Thus, a fundamental aspect of the CDAP planning process is the determination of community needs, an activity requiring a type of soul-searching that appears possible only within a framework of goals. These goals must somehow take into consideration the values and beliefs of an entire community regarding its wishes for the future. Furthermore, the program is based upon the principle that it is the citizens who make their needs and wishes known to their local government in this planning process.

Thus, lay or nonprofessional planners to a large extent are the primary architects of the desired community action plans.

If a community development action plan is to be based upon a goal structure, careful attention must be given to how such a structure might best be established, especially by so-called citizen planning groups. This problem is quite formidable, since it has no single answer, even for individuals skilled in techniques of planning and knowledgeable about community needs. Much effort, of course, has been devoted to this area of planning, but, by and large, this work has not been as productive as one would like. Much of it has been primarily speculative or academic in character and has not lent itself to the guidance of actions in the real world. Even within the smaller group of efforts that have been action-oriented--designed to assist in decision-making--it would appear that most have lacked an appropriate tone and perspective. Frequently, professional analysts and planners who have contributed to the work have felt it their proper assignment to develop a goal structure according to their own values and beliefs of what "should" be the case, on the assumption that decision-makers would recognize the superiority of the planners' views and act accordingly.

The remaining work--increasingly important in the last few years--has centered on attempts to develop planning-programming-budgeting systems (PPBS) to assist in planning and the determination of action programs.

In its modern form, program budgeting offers a novel and exceedingly promising approach to planning in the real world. During the 1960s the federal government, many state governments (including Connecticut's), and some municipalities moved toward full implementation of PPBS. In this regard, the CDAP process is intended to be nothing less than a well defined PPBS process. However it also is intended to be more; it is a program requiring initiative from local communities and their citizens.

PPBS at the federal and state levels has usually been implemented upon executive order, that is "from the top". Also, the PPBS approach currently has certain practical limitations, not the least of which is that it tends to prescribe a single, complex approach to the generation of needed data. In contrast, the CDAP program offers state financial and technical assistance to municipalities and expects them to "do it themselves" along with

their citizens. The task is not simple. Fortunately, however, there have been recent developments in methodology and in procedures of thought that lend themselves to use by municipalities and their citizens to define operationally useful goal structures and to develop a planning framework which can lead to meaningful action programs, while avoiding some of the usual complexities associated with typical PPBS approaches.

This report deals with work accomplished at the Institute for the Future under a contract with the Connecticut Department of Community Affairs to build on certain of these developments and so generate new insights for approaches to community planning. Specifically, this work was directed toward investigating methods of improving the CDAP framework which municipalities can use for determining goals and needs, and within which action programs might be more easily formulated and their potential impact anticipated and measured.

B. STUDY APPROACH

Principal Focus

The principal focus of this investigation from the outset has been the preparation of a goal-oriented framework for community planning. This framework was to include designation of areas or functions which are important to a community's total quality of life and thus pertinent to community development action planning. Additionally, the framework was to present potential alternative goals and subgoals or objectives for each of these areas. Finally the framework was to define means of measuring community needs and progress toward the attainment of certain goals. These means were to be presented in the form of check lists of measurable "indicators".

The objective in preparing such a framework was to assist in the preparation of community development action plans, especially by lay or nonprofessional groups. In addition, the framework was intended to help improve the capability of those who evaluate and judge such plans. While developing the framework, insights were obtained which have resulted in recommendations for approaches to planning in general and community action planning in particular, irrespective of the group engaged in such efforts.

This latter aspect is believed to be a primary contribution of this work, and will be discussed later.

It never was assumed that an investigation such as this could produce a completely comprehensive or permanent set of goals, objectives, and indicators. Yet it was clear that the sets to be produced in this project, if sufficiently broad and meaningful, could enhance community planning by providing a background against which questions could be asked by the community about its needs. Such questions themselves could point the way to additional goals and indicators. If such indicators are truly measurable, numbers or specific evidence can be accumulated for these items and judgments then can be made by the community about its satisfaction with the status or condition of things as revealed by this evidence. Thus the lists of goals and measurable indicators developed in this investigation are intended only as a starting place for a municipality's work in evolving more comprehensive goals, objectives, and indicators truly representative of its local situation. The framework and check lists have, as their major contribution, the ability to assist in organizing and amplifying the thinking of those involved in community planning on the local level. This is particularly important if it can truly provide an approach which is intellectually comfortable to planners in general and nonprofessional planners in particular.

Study Flow

To construct the framework and check lists for use in community planning, the effort was divided into three phases. The first phase defined a preliminary goal-oriented framework and, using this framework, developed an approach to the formulation of community goals, the identification of community needs in functional areas related to these goals, and the selection of measurable indicators of such needs.

The second phase was concerned with expansion and modification of the initial framework through the establishment of more detailed characteristics of the subcategories for each of the functional areas, in terms of subgoals or objectives, potential action programs directed toward satisfying these objectives, and measurable indicators capable of revealing both community needs and the consequences of actions relevant to the objectives. This part

of the work was accomplished with the participation of persons representing diverse viewpoints within Connecticut, including government, industry, academia, public-service organizations, and the general public from various walks of life. These individuals interacted through a Delphi inquiry.¹

In the third phase, the material and insights obtained in the earlier phases were synthesized into the final framework and check lists, forms of data display were decided upon, and methods for use of this information in real-world planning were suggested. This phase began by considering the analytical process of preparing a CDAP in terms of its necessary elements and evolved a novel approach for preparation of such elements in actual planning situations. This approach is believed particularly appropriate for use by nonprofessionals engaged in community planning and, for that matter, for use in planning in general. It is offered as a potential contribution to the overall state of the art in planning. The phase was concluded with the compilation, based on material derived from the Delphi inquiry, of numerous check lists for consideration in community planning using this approach. The check lists, presented in the Appendices of this volume, include: (a) goals for each functional area pertinent to a community's

¹The Delphi technique is a method whereby individuals are enabled to focus on and debate issues anonymously, thus allowing systematic determination of consensus or dissensus with clear definition of reasons for each. Delphi techniques help illuminate basic differences in values and beliefs, and clarify and remove communication difficulties. The investigation typically is conducted through several rounds of written questionnaires transmitted through the mails. (In the case of this inquiry, some oral interviews also were employed.) The results of each round are collected, collated, and analyzed, and succeeding questions formulated, by an intermediary such as the Institute research team. The intermediary, who determines the basic focus and objectives of the investigation, generally in conjunction with the client, designs details of the inquiry and invites participants, thus maintaining anonymity for the respondents. Names of participants are included in final reports only with their approval. The technique has been shown to be highly useful in precluding such undesirable aspects of conventional face-to-face decision conferences as domination by "a loud voice", or by an individual with impressive reputation but little background directly pertinent to the subject at hand--in short, the "bandwagon effect". Furthermore, Delphi techniques allow individuals to deviate comfortably from their previous publicly expressed views and to submit opinions which may be truly representative of their innermost motivations but which they might often withhold for fear of organizational retribution or perceived loss of reputation.

quality of life; (b) alternative objectives thereof, with respondents' priority rankings for each; (c) potential actions judged likely to promote desirable or undesirable consequences, along with a list of such consequences; and (d) suggested indicators for measuring the status of conditions or progress relative to the goals and objectives.

II. EVOLUTION OF AN APPROACH TO THE PLANNING PROCESS

A. HIERARCHICAL PLANNING

As noted earlier, formulation of an initial goal-oriented framework was necessary in the first phase of the investigation in order to provide an approach to: (a) preparation of community goals, (b) identification of community needs, and (c) selection of means of measuring needs and progress in terms of goals. This was a complex task, since many definitions and interpretations exist as to the meaning and purpose of goals. Basically, however, there is agreement that a goal should express an end state or ideal condition to be attained at some time in the distant future.² Goals in this view are broad statements of intended accomplishment, so formulated wherever possible that their accomplishment can be measured.³

Since goals cover long time spans, it is useful to divide them into more specific subgoals that are more tangible to a community and require less time to accomplish. These subgoals, which should be viewed as means for achieving the larger goal, are usually called "objectives".

The approach by which the Institute staff began preparing the initial framework was typical of those employed by professional planners, whereby an overall focus is defined at a high level of abstraction and succeeding levels are evolved in greater and greater detail. In employing such an approach, referred to as a "top-down" or "relevance tree" analysis, a series of steps can readily be envisioned leading to the desired level of detail. The principles involved are to: (a) create an appropriate overall goal statement and (b) identify its components by applying the rule that the items on any particular level should exhaust the domain of interest, should be mutually exclusive, and should be derived from the same point of view (i.e., derived from a single generic question applicable to that level).

²Wethersfield Community Development Action Plan, *Final Work Program* (September 1969).

³Maplewood Goals Program, proposal submitted by Ronald A. LaConture, Maplewood, Minnesota (March 196[?]).

If these principles are followed, it is generally believed that the process will generate a comprehensive, compatible, and consistent set of subitems on each lower level of interest. This approach is summarized in Figure 1.

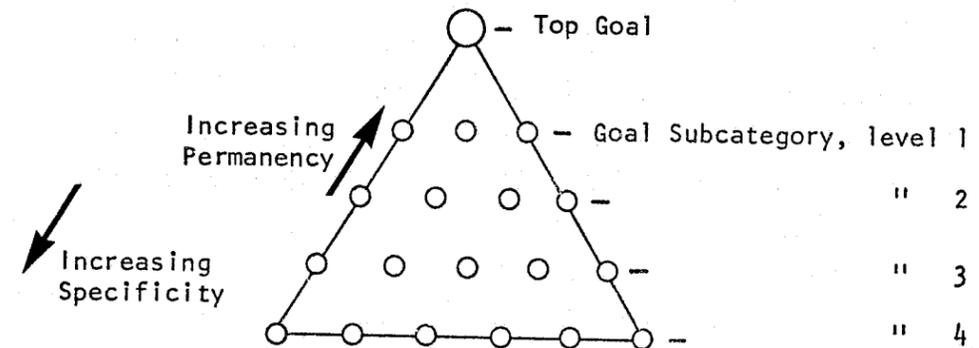


Figure 1 - A HIERARCHICAL GOAL STRUCTURE

This procedure is not unique and, in fact, is the basic approach employed in Planning, Programming and Budgeting Systems (PPBS). These schemes have been used in technological development planning and are now being applied to societally oriented programs. In the latter case, it is generally assumed that if such a framework can be developed, it may have application as a check list or intellectual aid in the planning process by allowing the user to duplicate the original thought process comfortably and either add or select items pertinent to the immediate situation. Additionally, it is often offered as a means of data display to facilitate selection from among alternatives. In the case of community action planning, it is generally hoped that such a display will clearly reveal the direct linkages between actions and goals and between indicators and goals. Furthermore, it is

intended that these one-for-one linkages be visible with only one entry of each item, and with a minimal number of levels, in order to have an intellectually manageable amount of data presented to the decision-maker. However, if one is not familiar or comfortable with this thought process, difficulties may arise in establishing nomenclature and questions for use in evolving succeeding levels of detail which are truly meaningful for the specific problem at hand.

During the investigation it became increasingly evident that application of relevance tree analysis to the (a) generation and (b) display of planning data for the purpose of community action planning could have severe drawbacks. The first round of the Delphi inquiry revealed that at least two additional levels of detail were necessary in order to establish an intellectually comfortable sequential thought process. These additional levels significantly increased the amount of data required in the hierarchical display format. For example, if one level is added with five items pertinent to each item in the level above, the information below that level increases by a factor of five. If another level is added, also with five individual items at each branch point, the data requirements increase by a factor of 25, and so on.

Furthermore, it was observed that the relationships between the various elements of planning data can be exceedingly complex, especially at low levels of abstraction; this complexity is explicitly recognized and in fact stressed by Connecticut's CDAP program. The difficulty, in essence, is that the one-for-one linkage of an item at one level to an item at a level above does not remain the case as lower levels are evolved in societally oriented planning. It is clear that one community action, for example, could have broad application to several goals. Similarly, certain indicators of community needs or of consequences of proposed actions might be pertinent to several goals.

This problem can perhaps be clarified by reference to concrete examples. The action "construction of a community swimming facility at one or more of the local high schools" could contribute to goals concerning (a) the enhancement of physical and mental well-being, (b) improvement in civic pride, or even (c) the removal of social alienation through improvement in social

intercourse. Such an action thus would span goals in areas of education, recreation, inter-personal communication, and possibly culture. Similarly, such measurable indicators as student drop-out rate, achievement test scores, and absentee records--primarily related to education--may also be pertinent to family development and adjustment, employment potential, or level of mental and physical condition, and thus be related to concerns in health, social services, and economic development.

Thus adherence to a hierarchical tree for display of all one-for-one relationships of this nature further contributes to the escalation in the amount of material to be presented and reduces the intellectual comfort which planners and decision-makers need for screening such material and making priority decisions.

A final but highly significant difficulty exists in the employment of a hierarchical tree if it is to be used as an aid to generation of planning data. As noted earlier, such displays invite entry to the planning process by beginning at the top, at a high level of abstraction, and evolving items at ever-increasing levels of detail. The ability to enter a relevance tree at any level, as determined by the intellectual comfort of the contributing planner, is essentially precluded. The freedom offered respondents in the Delphi inquiry to discuss needs initially at a relatively low level of detail and, in fact, with variation in the exact degree of specificity, appears highly desirable, especially to the nonprofessional. These considerations are particularly important in the case of community action planning, where citizen groups, unskilled in the techniques of planning, are to be among the basic architects of the plans. The mutual involvement of local government and citizen groups in the determination of needs and the creation and selection of action programs is the cornerstone of the CDAP process. Indeed, this was the basic assumption for this investigation.

In this regard, the Institute researchers became increasingly wary of developing a planning framework which was overly complex and thus difficult to use, especially by citizen planning groups. Too frequently planning procedures such as relevance tree analyses or PPBS schemata demand particular thought processes and require the generation of vast amounts of data, thus creating insurmountable impediments for the nonprofessional participants

in the planning process. We believe it is of paramount importance that any planning procedure (a) display as simply and succinctly as possible the data or elements required for the total plan and the interrelationships among such elements, and (b) invite participation while allowing flexibility in the nature of that participation. Thus recommendations for any such procedure center about the manner of conveying such concepts; that is, they center on efficient data generation and display techniques which could allow professionals and nonprofessionals alike to contribute to planning in a manner providing greater intellectual freedom and comfort than is experienced with procedures currently employed.

B. A PLANNING CONTINUUM

We conclude that community planning, indeed any planning process, should be viewed as a continuum of steps leading from one to another. Depending upon where the continuum is entered, the planner experiences wide variations in the degree of specificity with which items are being considered. There is no "best place" to enter this continuum, nor is it sensible to demand that the entire process halt in order to allow entry at a specific point. The important factor is to select the entry point which is most convenient and comfortable for the individual or group contributing to the planning process.

Goals and objectives, actions, and indicators of both deficiencies and progress all are necessary elements in establishing community priorities and in allocating resources for specific action programs. In the planning process, it is necessary to generate a total picture or mosaic comprising these elements in order to make the assessments necessary for defining and selecting acceptable programs. However, not every individual, agency, or citizen group can initiate the process by addressing goals at a high level of abstraction, and then break them down in subcategories of ever increasing detail, create indicators which can identify community needs relative to these goals and objectives, and ultimately evolve action programs to meet these needs. Such abstract thought processes are the forte of the professional planner, though in certain cases they have proved to be his albatross.

Other individuals or groups may ordinarily be more comfortable initiating this process with a discussion of potential actions and policies. Others may be able to point to evidence of deficiencies (indicators of need) but be unable to formulate statements of desired future conditions or to define specific action programs to move toward such desired conditions. Still others may be capable and desirous of initially establishing long-term objectives and of specifying conditions believed desirable several years hence, much as is done by professional planners. Because of these differences in ability and interest, it is important that the planning process allow entry at whatever level is most comfortable to the individual or community group involved. It is equally important to ensure that the procedure adopted for planning display the existence of the continuum of elements and facilitate the generating of all such elements regardless of the point at which the process is initiated. This concept is illustrated in Figure 2.

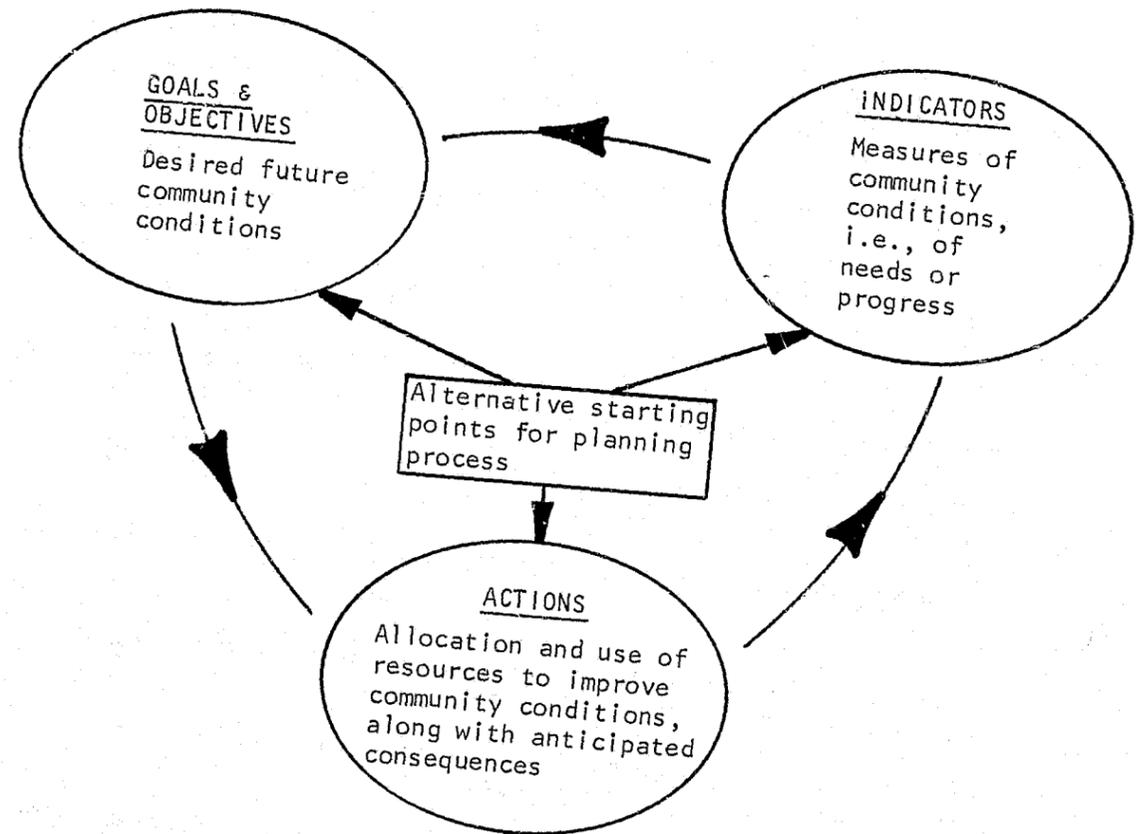


Figure 2 - THE PLANNING PROCESS

C. PREPARATION OF A COMMUNITY DEVELOPMENT ACTION PLAN

Having established the concept of a planning continuum which should provide the possibility of entry at several points, it next became necessary to explore in detail the possibility of generating usable information within such guidelines. The task was approached by considering a series of generic sequential questions which, if pursued in sufficient detail, would facilitate the production of all necessary data while allowing flexibility for participation in the process. As shown in Figure 2 above, these questions should provide, as minimal elements, the following information:

- A. specification of conditions desired in the future;
- B. some means of evaluating, usually in quantifiable terms, whether those conditions are being met; and
- C. some means of bringing about those conditions through available and necessary resources, and a recognition of the consequences resulting from such actions.

In other words, the action plan must present: (a) goals and objectives, (b) measurable indicators, and (c) action programs with costs, schedules, and impact analyses.

Should an individual, group, or agency find it most comfortable to plan by initially stating community conditions, in terms of measurable indicators capable of revealing current deficiencies and future progress, the questions would naturally be:

- What are desired future conditions, in terms such that they may be revealed by measurable indicators?
- What actions might be taken to improve community conditions, and what are their anticipated consequences?

Some planners might begin by stating desired future conditions, and then ask:

- What actions might be taken to improve community conditions, and what are their anticipated consequences?
- What measurable indicators might be used to describe current and future community conditions?

Finally, the planner initially might propose a set of actions for the

community to address, along with their anticipated consequences, and the questions would be:

- What measurable indicators might be used to describe current and future community conditions?
- What are desired future conditions, in terms such that they may be revealed by measurable indicators?

Thus, it appears entirely feasible to provide a general format for evolving all three elements no matter which is addressed initially; this format is illustrated in Figure 3. By using this format, the difficulties that arise when the approach dictates a single procedure or initial thought content are avoided, revealing that the planner need not adhere to a rigid format to plan effectively.

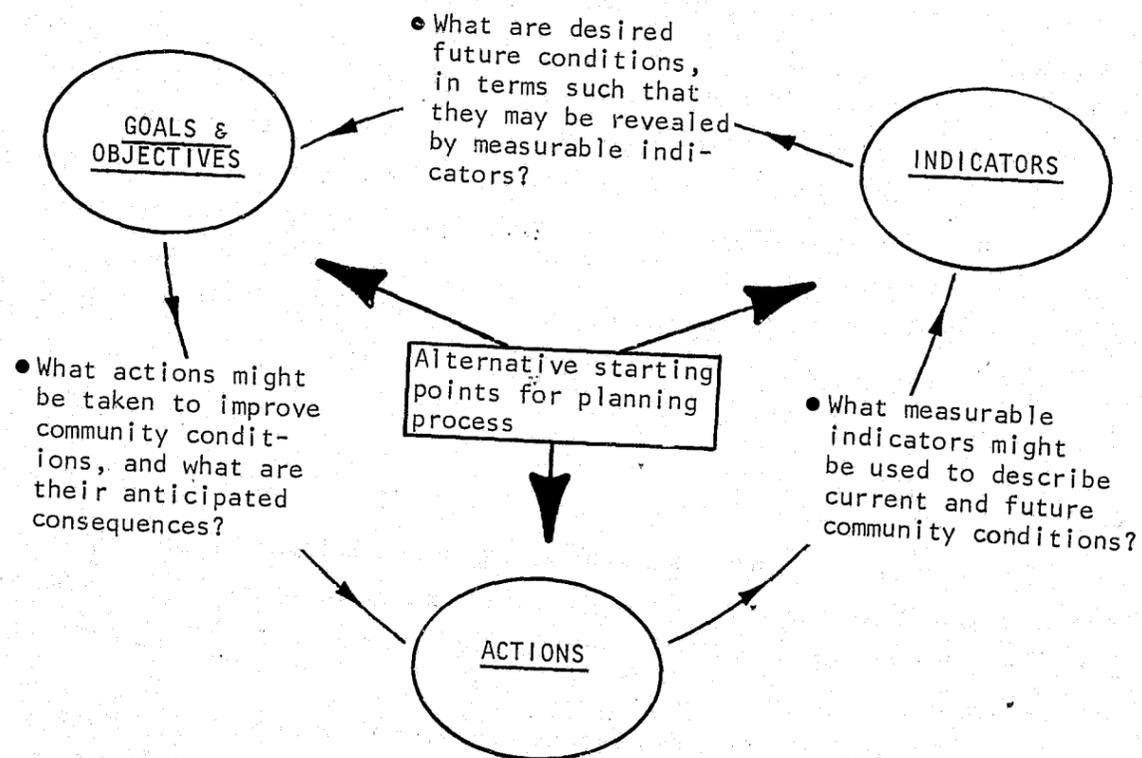


Figure 3 - FORMAT FOR PLANNING

III. PLANNING CHECK LISTS AND THEIR USE

The concept of the planning continuum having been defined, the utility of the so-called check lists became clearly evident. However, it was necessary to structure the check-list information in a form that would be usable in the above planning procedure. Thus these data were prepared in a form that would allow planning to begin by addressing initially either goals and objectives, actions, or indicators.

The check lists were prepared in three main parts: Part A, building blocks for goals and objectives; Part B, community action areas; and Part C, specific actions, some of their potential consequences, and quantitative indicators for the measurement of community conditions. The appendices to this volume present these check lists. This material is based mainly upon the substantive output of the Delphi inquiry; it should therefore be understood that the items in the check lists are not intended to be regarded as being in any sense exhaustive or mutually exclusive or as necessarily representing the opinions of the staff of the Institute for the Future. Nevertheless, the check lists are expected to be of significant utility as a starting point in real-world planning situations.

A. GOALS AND OBJECTIVES

Part A of each appendix presents a listing of building blocks which can be employed to construct an overall goal for an area and also objectives pertinent to that goal. Figure 4 provides an example of Part A for the area of Education.

It is believed highly useful to treat overall goals and objectives as consisting of three basic components, corresponding to the WHAT, FOR WHOM, and WHY of the thought. An overall goal and its objectives should specify the basic output or service desired (WHAT), the recipients of such services in terms of the individuals, groups or organizations intended as beneficiaries

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

EDUCATION

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: the development of knowledge, skills, and attitudes,	by the population and organizations in the community,	so that they may continuously improve their ability to influence and manage their physical, social, and economic environments.
OBJECTIVES - To provide for:		
<p>BASIC ABILITY AND MOTIVATION TO LEARN</p> <ul style="list-style-type: none"> . learning motivation . logical aptitude and creativity . reading and writing . oral and visual communication <p>PERSONAL DEVELOPMENT, SOCIAL ADJUSTMENT</p> <ul style="list-style-type: none"> . physical development . emotional development . social and intellectual adjustment . artistic interests and abilities . citizen awareness <p>VOCATIONAL, TECHNICAL, CONSUMER SKILLS</p> <ul style="list-style-type: none"> . technical, commercial, and other employment skills . family and home management skills . leisure-oriented skills <p>CULTURAL ENRICHMENT</p> <ul style="list-style-type: none"> . knowledge of people and institutions, past or present . knowledge of physical environment, past or present . knowledge of the individual <p>PROFESSIONAL OR ACADEMIC PREPARATION</p> <ul style="list-style-type: none"> . science and research . administration and decision-making . social and economic planning . education and communication <p>APPLICATION OF KNOWLEDGE</p> <ul style="list-style-type: none"> . experimentation and problem-solving . planning and research . storage and dissemination of information 	<p>YOUTH</p> <ul style="list-style-type: none"> . in such numbers as are expected in the future . in various age groups or grade levels (specify which) . intending to pursue college education . intending to pursue technical education . intending to leave school at 16 <p>YOUTH WITH SPECIAL NEEDS</p> <ul style="list-style-type: none"> . with physical or mental handicaps . advanced or behind for their age . socially or family disadvantaged, or racially segregated . non-English speaking . having dropped out of school <p>ADULTS</p> <ul style="list-style-type: none"> . without high-school diploma . with limited or obsolete skills . desiring additional educational enrichment <p>ADULTS WITH SPECIAL NEEDS</p> <ul style="list-style-type: none"> . elderly . physically or mentally handicapped . socially or economically disadvantaged <p>ORGANIZATIONS</p> <ul style="list-style-type: none"> . government . business and industry . service and citizen groups 	<p>PERSONAL DEVELOPMENT AND SOCIAL WELL-BEING</p> <ul style="list-style-type: none"> . social adjustment . physical well-being . emotional well-being <p>EFFECTIVENESS IN THE HOME</p> <ul style="list-style-type: none"> . stability of the family . care of children . management of personal affairs <p>PRESENT AND FUTURE EMPLOYMENT OPPORTUNITY</p> <ul style="list-style-type: none"> . income, financial independence of the individual . employment and occupational potential of the individual . availability of most needed skills . curtailment of obsolete skills <p>PARTICIPATION IN COMMUNITY AFFAIRS</p> <ul style="list-style-type: none"> . political participation . understanding of issues . effectiveness in community tasks

Figure 4 - BUILDING BLOCKS FOR GOALS AND OBJECTIVES (EDUCATION EXAMPLE)

(FOR WHOM), and the conditions intended to result (WHY).

In addition, the alternative building blocks have been grouped into categories which reflect the basic types of considerations which appear important to each area. For example, the WHAT components of Education are categorized in terms of Basic Ability and Motivation to Learn; Personal Development, Social Adjustment; Vocational, Technical, Consumer Skills; Cultural Enrichment; and so on. The FOR WHOM components are grouped by age--Youth and Adults, with special categories for each--and by organizations. Finally, the WHY components are grouped into such categories as Personal Development and Social Well-being, Effectiveness in the Home, Present and Future Employment Opportunity, and so on.

These components can be considered in various combinations; it is not intended that the user be constrained to a horizontal consideration by reading from left to right across the page. An item from the WHAT column may be combined with one or more of the building blocks in both the FOR WHOM and WHY columns. For example, an item pertinent to Personal Development and Social Adjustment in the area of Education could apply to either Youth or Adults (in an appropriate specified category) and be directed toward either Effectiveness in the Home or Present and Future Employment Opportunity.

B. COMMUNITY ACTION AREAS

Part B of each check list presents areas for potential community development actions (see Figure 5 for an example dealing with Education). As explained in Volume II of this report, inputs from Delphi respondents revealed that four categories represent a convenient and useful framework to seek out actions. In one way or another, all actions proposed by the respondents were in terms of one or more of the following:

- improved access to a desired service or function, through such means as
 - a) a greater number or increased capacity of facilities,
 - b) establishment of new services or functions or increases in those already available,
 - c) greater convenience and/or lower cost of transportation,

EDUCATION

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
REGULAR COURSES AND SCHEDULED ACTIVITIES (courses to be stressed, course content, number of courses, and locations offered) SPECIAL EDUCATIONAL PROGRAMS . work-study programs . "school within a school" . electives in special interest areas, etc. VOLUNTARY AND EXTRACURRICULAR ACTIVITIES, INVOLVING . students and faculty . parents and general public SPECIAL SERVICES, FOR . health (e.g. use of school nurse, immunization programs, breakfast programs, etc.) . rehabilitation of mentally or physically handicapped . assistance to elderly in community GUIDANCE AND COUNSELING . remedial . educational and career orientation FACILITIES AND EQUIPMENT . academic/educational . social . sports/physical activities TRANSPORTATION . parking (faculty and other) . bus service FINANCIAL ASSISTANCE . grants, loans, scholarships	FACULTY AND TEACHING AIDES . regular teachers . teaching specialists . teacher aides . counselors . teachers in administrative positions NON-TEACHING AND SUPPORTING STAFF . administration . audio-visual and library . maintenance, janitorial, food, etc. . transportation TEACHING METHODS . curriculum organization . classroom techniques (team teaching, use of aids, etc.) USE OF NON-SCHOOL STAFF . lecturers . mothers and fathers . outside medical personnel . police BOARDS AND COMMISSIONS TEACHER TRAINING	PLANNING OF . curriculum . facilities . staff . financing . maintenance . transportation COORDINATION WITH . neighboring communities . regional systems . other states . federal agencies . higher academic institutions . local private or parochial schools COMMUNITY RELATIONS . relationships between Chief Executive, Board of Finance, Board of Education, and Superintendent of Schools . relationships of the faculty, the principal, the superintendent, and the Board of Education with the public . policy regarding involvement of police, health officials, fire department, in dealing with student problems LABOR RELATIONS INTEGRATION OF THE EDUCATIONAL FUNCTION WITH THE COMMUNITY	ATTENDANCE AND DISCIPLINE . student responsibilities . student rights STUDENT PROGRESS . evaluation . certification STAFF . qualification standards . salary . promotion . retirement . union rights ADMINISTRATION AND MANAGEMENT (administrators, local boards, local government) . qualifications . salary . authority

Figure 5 - COMMUNITY ACTION AREAS (EDUCATION EXAMPLE)

with which it is associated and the desirability of each consequence, both as judged by the Delphi respondents.* Thus a planner can scan these check lists, identifying by means of the symbols all consequences judged both desirable and likely, in order to select promising action candidates for subsequent consideration. Indicators pertinent to a particular municipality's circumstances also can be selected from the material of Part C by using the code to identify for initial consideration those sets of indicators deemed to have utility for measuring community conditions of particular concern. Furthermore, the basic category (e.g., Services and Functions, Staffing and Operations, etc.) into which the actions fall is indicated on these forms so that these data can be used directly with the more generalized information of Part B.

D. REPRESENTATIVE PLANNING DATA

As noted earlier, either goals and objectives, actions, or indicators (and thus either Part A, B, or C) can be addressed initially and the sequential questions applied which would lead to and through each other part.

For example, if goals were chosen as the entry point, Part A would be addressed first. As shown in the work-sheet format in Figure 7, the check-list material could be employed to formulate an overall goal statement consisting of the WHAT, FOR WHOM, and WHY elements. In determining the total thought content for an overall goal, it is believed important to consider the area of interest which is intended for inclusion. Using the example of Education, it appears desirable to give attention to such items as whether or not the curriculum should be influenced by considerations of health, employment, maintenance and development of natural resources, and so on. Additionally, the range of individual freedom of choice should be considered in light of the equal rights for all residents to participate in or benefit from such services. Finally, the extent of society's responsibility should be evident. This is important since many demands are placed upon individuals and groups because they are part of a larger society,

* A detailed explanation of this code is given on pages 36-38.

EDUCATION

I. OVERALL GOAL STATEMENT - defines the area of interest, range of individual freedom of choice, and extent of societal responsibility by specifying:

WHAT	FOR WHOM (recipients - individuals, groups or organizations)	WHY (desired conditions)
TO PROVIDE FOR: the development of knowledge, skills, and attitudes,	by the population and organizations in the community,	so that they may continuously improve their ability to influence and manage their physical, social, and economic environments
Please revise this goal if you believe it is deficient:		

Figure 7 - WORK-SHEET FORMAT FOR OVERALL GOAL STATEMENT (EDUCATION EXAMPLE)

and only society can provide solutions or means of satisfying such needs.

The formulation of such information may be aided through the use of a format such as that shown in Figure 7 where a representative example--such as the one shown--can be provided for consideration, along with space for stating the goal deemed appropriate by the individual or group pursuing this area.

The next step is to formulate objectives which are at a greater level of detail than the overall goal. These may be constructed by using the check list of Part A (Figure 4) and considering the subcategories for each element of a goal. Formulation of objectives may be aided by use of a work-sheet format such as that shown in Figure 8, which also uses Education as an example. Here again, representative but meaningful statements can be presented to the planner for his consideration, along with space for the listing of objectives directly pertinent to the community situation in question. The overall goal statement, or a representative one, also can be offered as a further aid in selecting objectives to meet such a goal. With this in mind, the overall goal statements evolved during the study have been included on the check lists of Part A as shown in Figure 7.

Finally, the urgency or priority of each objective can be elicited and presented on these same forms (see the last column of Figure 8). This consideration is particularly important, since it ultimately relates to the process of establishing the compromises among alternative action programs necessitated by usual resource limitations. The final priority designation typically would be arrived at through a cyclic consideration of actions, resources available, etc. Thus, goal compromises which are evolved would be clearly visible in the process. It can be observed that, if an area remains high on a community's priority list and no suitable actions are found to satisfy the goal or its objectives, the community will remain disgruntled and friction will persist. Hence, the evaluation of goal and objective priorities appears highly meaningful.

The next sequential step is that related to potential community actions. (Of course this step may be addressed first, as previously noted.) The action check lists of Parts B and C can be employed as an aid in preparing material such as is shown in Figure 9, which lists sample actions

EDUCATION

III. ALTERNATIVE OBJECTIVES - a) Using the building blocks presented in Figure 4, it is possible to assemble objectives to reflect circumstances of a particular community.

WHAT	FOR WHOM	WHY	PRIORITY
TO PROVIDE FOR: 1. improved motivation and basic abilities for learning 2. the development of personal self-confidence and emotional stability 3. the development of a proper educational foundation 4. the development of vocational and technical skills and abilities 5. cultural environment and the enhancement in knowledge 6. 7. 8. 9.	in all students in children and young adults in all in all students and adults in the young	to enhance social adjustments and the ability to interact with peers to meet personal, home, and family needs as required for present and future employment to enhance their ability and desire to participate effectively in community activities	

Figure 8 - WORK-SHEET FORMAT FOR OBJECTIVES (EDUCATION EXAMPLE)

EDUCATION

ACTIONS OF IMPORTANCE - On the basis of the action checklist of Part B, and more detailed suggestions listed in Part C, actions can be identified which would be most responsive to current and future community needs.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>SAMPLE ACTION:</p> <ul style="list-style-type: none"> 7th and 8th grade work-study programs <p>FOR WHOM:</p> <ul style="list-style-type: none"> those who will leave school at 16 <p>CONSEQUENCES:</p> <ul style="list-style-type: none"> open opportunities for a career to minority group youngsters, especially those who are trying to get higher education when they might be better suited to, and more satisfied with, jobs requiring a lower educational level reduce frustration and improve employment for those who cannot attend universities, or who later do not like universities 		<p>SAMPLE ACTION:</p> <ul style="list-style-type: none"> experimentation in greater use of school facilities in the evening for children and adults, and for discussions of school and community affairs <p>FOR WHOM:</p> <ul style="list-style-type: none"> families who would like to assemble to discuss community problems with youth <p>CONSEQUENCES:</p> <ul style="list-style-type: none"> better informed adults, less isolated from each other, from their children, and from the school administration 	

Figure 9 - WORK-SHEET FORMAT FOR ACTIONS (EDUCATION EXAMPLE)

in the area of Education. It is believed important to state anticipated consequences and the intended beneficiaries along with each action, as presented in the sequential question process. This will directly aid in establishing linkages with higher-level goals and objectives. In considering anticipated consequences, it is highly important to include those which may be detrimental to various groups or aspects of community life. As a rule, actions are offered because of anticipated beneficial impacts. However, unless all consequences--both positive and negative--are considered, a proper cost-benefit analysis ultimately cannot be performed.

Finally, measurable indicators of current community problems or of progress toward desired conditions can be selected in a similar fashion, using the check lists of Part C. Note that the indicators are treated in the same format as was used for objectives--that is, in terms of the content or result of the service or function (WHAT), the characteristics of recipients or beneficiaries (FOR WHOM), and the conditions of interest for the future (WHY). The indicators are further grouped into the same categories as were the objectives; in the case of Education, these categories are Vocational and Technical Skills, etc. This use of the same basic format and categorization for indicators and objectives was intended to facilitate the ultimate linking of indicators to objectives as direct measures of progress if a suitable data display technique is available. Figure 10 presents a representative example of how indicators pertinent to a community's situation may be prepared using the check lists of Part C. In this case the information was obtained in part from the check list example of Figure 6.

The desired level of the indicator also can be evolved as the process is cycled, in a fashion similar to that noted in the case of priorities for objectives. Designation of the level of an indicator at which community conditions would be judged satisfactory is, in essence, determination of objectives at a fine level of detail, and so has direct use in determining the application or assignment of an indicator to higher-level objectives and goals. Furthermore, the ability to reach satisfactory conditions as measured by such indicators is directly related to the type and amount of action a community is able to take with its available resources. Thus,

EDUCATION

II. SELECTED INDICATORS - a) On the basis of the detailed checklists, areas can be selected in which deficiencies currently exist or are likely to arise in the next five years. Wherever possible, these areas should be described in terms of a set of indicators and the value or level of each indicator specified at which conditions would be satisfactory.

WHAT	Desired Level	FOR WHOM (Recipients - individuals, groups, or organizations)	Desired Level	WHY (Conditions)	Desired Level
<p>AREA OF CONCERN:</p> <p>Vocational & technical skills</p> <ul style="list-style-type: none"> . number and percent who attend technical schools . number and type of vocational courses taken in high and junior high school 		<ul style="list-style-type: none"> . youth leaving school at 16 . minority group youngsters who lack family or other contacts with potential trades (e.g., construction) 		<ul style="list-style-type: none"> . number of college drop-outs who were encouraged to prepare for college rather than taking vocational technical training . number and percent who get jobs after leaving school at 16 . number and percent who go to college and drop out or fail . unemployment rate of various racial groups . percent of students going into different industries . pay differentials for trained vs untrained laborers, employees 	

Figure 10 - WORK-SHEET FORMAT FOR INDICATORS (EDUCATION EXAMPLE)

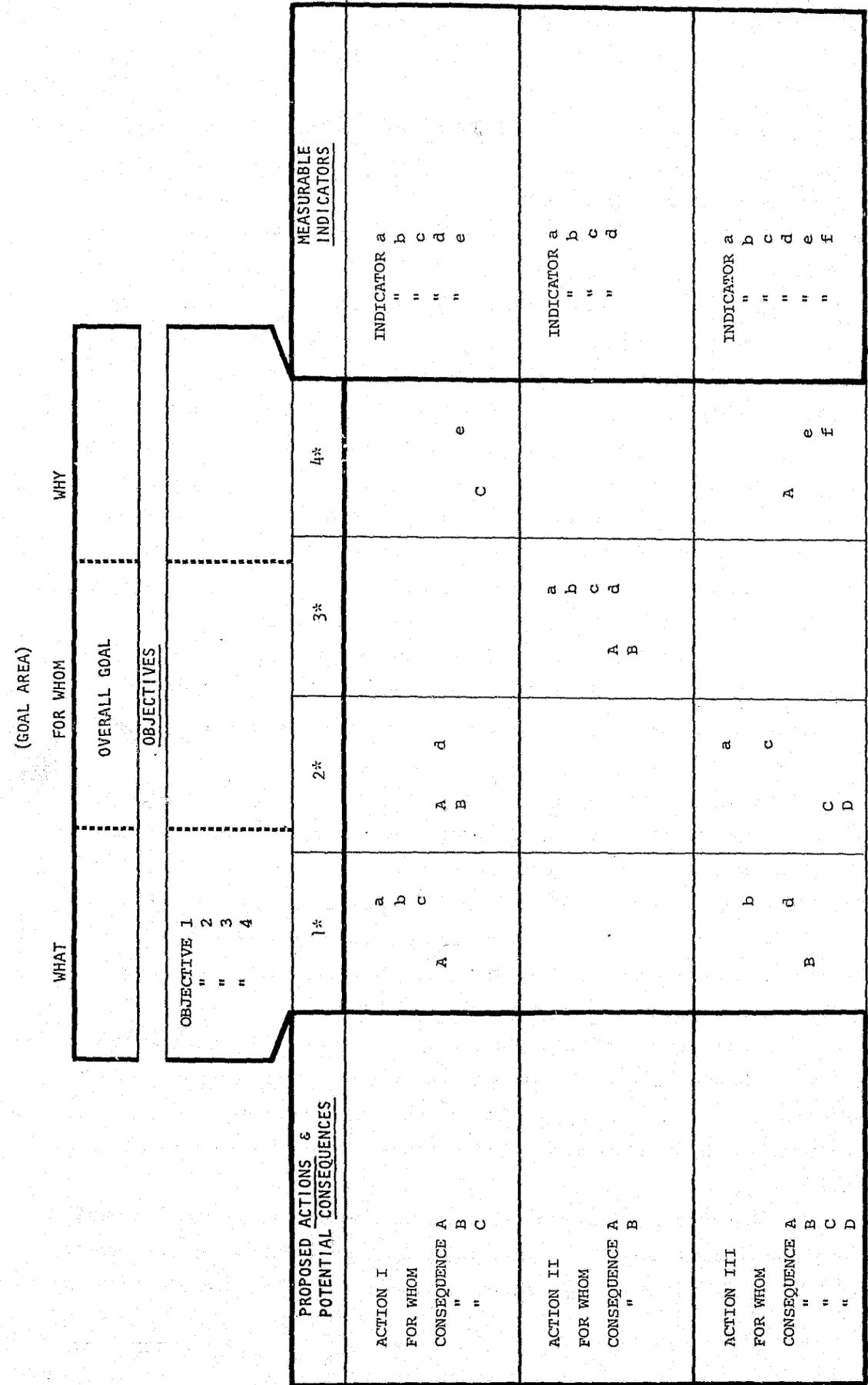
If information is properly displayed, compromises among goals, objectives, and actions, necessary in the real world as a result of resource limitations, can be made easier, and the effect of such compromises on attaining desired conditions can be made clearly visible.

IV. A FORMAT FOR RELATING GOALS AND OBJECTIVES, ACTIONS, AND INDICATORS

Having defined an approach to the planning process and ways of selecting and organizing the data necessary for an action plan, the next task was to consider methods of displaying such data for use by planners and decision-makers. As noted earlier, several considerations are important in selecting display techniques. One is the need to show the relationships among elements which span a broad range of specificity. That is, it is necessary to display the manner in which action programs or measurable indicators at a fine level of detail relate to desired future conditions or objectives at a higher level of abstraction. Furthermore, it is highly desirable to make visible the total area of application of such actions or indicators. In the case of proposed actions, one is interested in selecting those programs which appear likely to contribute in the broadest manner possible to several goals and objectives. Likewise, a set of indicators may be effective in revealing deficiencies or progress toward several desired conditions.

Efficient display techniques should also provide the possibility of determining if a sufficiently broad set of conditions has been considered in proposing actions, defining future conditions, or indicating current problems. For example, if a planner were to define goal areas without proposing actions or supplying indicators which can, respectively, make and reveal progress toward such goals, an obvious deficiency would exist in his plan. Alternatively, actions might be offered or indicators of current problems stated without a clear definition of desired future conditions to which they would make or reveal progress. Therefore, not only should relationships among elements be revealed in the data displays, but completeness of treatment also should be evident.

Figure 11 shows the basic format, adopted as a result of this investigation, for the overall presentation of planning data, drawing together all the separate elements detailed in Figures 4-10. This format permits the presentation of a series of actions, consequences, and objectives, generated



NOTE: UPPER-CASE LETTERS INDICATE WHICH CONSEQUENCES OF AN ACTION WOULD HAVE AN IMPACT ON SPECIFIED OBJECTIVES
 LOWER-CASE LETTERS INDICATE WHICH SPECIFIC INDICATORS WOULD MEASURE THE STATUS OF CONDITIONS RELATIVE TO SPECIFIED OBJECTIVES
 *NUMBERS REFER TO OBJECTIVES LISTED ABOVE

Figure 11 - BASIC FORMAT FOR RELATING GOALS AND OBJECTIVES, ACTIONS AND THEIR CONSEQUENCES, AND INDICATORS

by the approach presented earlier. Judgments may then be made by the planner as to which, if any, of the actions would affect or make progress toward the objectives shown. As illustrated in Figure 11, the impact of a particular action on a particular objective can be shown by placing symbols in the appropriate cell of the format; in this case, upper-case letters are used, in order to indicate which specific consequences of that action are judged relevant to that objective. The use of this code simplifies the scanning of such listings to determine which actions appear highly effective in promoting many objectives. At the same time, it becomes clearly evident if objectives have been specified without sufficient actions having been provided to accomplish them.

In a similar fashion, once indicators have been initially selected, they also may be included in such a format and symbolically related to the objectives. In the example shown, lower-case letters are placed in a cell to show which indicators are judged useful for measuring status relative to, or progress toward, a particular objective. It can be seen that use of such a format would quickly reveal the presence of actions without adequate indicators, and vice versa, thus pointing out deficiencies which should be rectified.

Figure 12 presents in this data display format a goal and objectives, one proposed action and its potential consequences, and measurable indicators, all taken from the examples previously given for the area of Education. From this figure, several deficiencies in the data are clearly revealed. For one thing, the total lack of consequences and indicators to link this action with Objectives 3 and 5 demonstrates that other actions must be found to move toward these objectives. Further, the absence of indicators for measuring the WHAT of Objective 1 and the WHAT and FOR WHOM of Objective 2 suggests that other indicators must be found before the full impact of the action on these objectives can be evaluated. Only in the case of Objective 4 do we have a complete set of relevant consequences and appropriate indicators.

It should be stressed that the relationships among the action, the indicators, and the various objectives in this example were estimated by members of the Institute staff. Nevertheless, it is clear from this example that the

EDUCATION

PROPOSED ACTIONS & POTENTIAL CONSEQUENCES	WHAT		FOR WHOM		WHY		MEASURABLE INDICATORS	
	OVERALL GOAL: The development of knowledge, skills, and attitudes	for the population and organizations in the community	for the population and organizations in the community	so that they may continuously improve their ability to influence and manage their physical, social, and economic environments	1#	2#		3#
PROPOSED ACTION (WHAT): . 7th and 8th grade work study programs FOR WHOM: . those who will leave school at 16 CONSEQUENCES (WHY): A. open opportunities for a career to minority group youngsters, especially those who are trying to get higher education when they might be better suited to, and more satisfied with, jobs requiring a lower educational level B. reduce frustration and improve employment for those who cannot attend universities, or who later do not like universities	OBJECTIVES 1. improve motivation and basic abilities for learning 2. develop personal self-confidence and emotional stability 3. develop a proper educational foundation 4. develop vocational and technical skills and abilities 5. provide a cultural environment and knowledge	in all students in children and young adults in all	to enhance social adjustments and the ability to interact with peers for meeting personal, home, and family needs as required for present and future employment to enhance their ability and desire to participate effectively in community activities	in all students and young adults in all students and adults in the young	a b c d f g h i j	5#	WHAT: a. number and percent who go to technical schools b. number and type of vocational courses taken in high and junior high school FOR WHOM: c. youth presently leaving school at 16 d. minority group youngsters who lack family or other contacts with potential trades (e.g., construction) WHY: e. number of college dropouts who were encouraged to prepare for college rather than take vocational technical training f. number and percent who get jobs after leaving school at 16 g. number and percent who go to college and drop out or fail h. unemployment rate of various racial groups i. percent of students going into different industries j. pay differentials for trained vs untrained laborers, employees	
							c d e g B	c d A B

NOTE: UPPER-CASE LETTERS INDICATE WHICH CONSEQUENCES OF AN ACTION WOULD HAVE AN IMPACT ON SPECIFIED OBJECTIVES
 LOWER-CASE LETTERS INDICATE WHICH SPECIFIC INDICATORS WOULD MEASURE THE STATUS OF CONDITIONS RELATIVE TO SPECIFIED OBJECTIVES
 #NUMBERS REFER TO OBJECTIVES LISTED ABOVE

Figure 12 - EXAMPLE OF RELATIONSHIPS AMONG OBJECTIVES, ACTIONS AND THEIR CONSEQUENCES, AND INDICATORS

use of such a display by an actual planner could quickly reveal the type of deficiencies which can easily exist in planning data and which need to be made visible so as to be corrected early in the planning process.

It is hoped that this format may provide a fundamental approach to the display of data that will: (a) allow much greater insight into the relationships among the various elements necessary for community development action planning; (b) help in evaluating the completeness of consideration given to such elements in any plan; and (c) facilitate the establishment of priorities and selection of action programs for subsequent detailed evaluation.

Thus these display techniques should assist the agency administering a planning program (e.g., DCA, a city manager, a community action group, etc.) to accomplish initial evaluation and screening of action programs leading to improved insight into areas where a greater degree of detail is necessary for: (a) definition of resource requirements, (b) descriptions of and schedules for consequences or impacts of actions, and (c) definition of the level at which conditions would be deemed satisfactory.

In short, it is believed that one of the contributions of the research reported here is its provision of a much clearer specification of the elements necessary in community planning and of the manner in which these elements may be generated and displayed.

APPENDICES:
CHECK LISTS FOR PLANNING

- EDUCATION
- HOUSING
- HEALTH
- RECREATION
- SOCIAL SERVICES
- ECONOMIC DEVELOPMENT
- PUBLIC UTILITIES AND SERVICES
- PUBLIC PROTECTION
- TRANSPORTATION AND CIRCULATION
- CULTURE
- INTER-PERSONAL COMMUNICATION
- GENERAL MUNICIPAL GOVERNMENT
- NATURAL RESOURCES

The following appendices contain check lists dealing with thirteen functional areas (e.g., Education, Housing, etc.). Each appendix is divided into three parts: Part A, Building Blocks for Goals and Objectives; Part B, Community Action Areas; and Part C, Panel Members' Suggestions as to Community Development Actions, Consequences, and Indicators of Community Conditions before and after Such Actions. Recommendations for use of these check lists in actual community development action planning are presented in the text of this report.

A code is employed in Part C of each appendix to show, in summary fashion, the judgments of the Delphi respondents. This code is meant to facilitate use of the check lists and was devised to indicate where consensus was reached by the respondents about the relationships among actions, their consequences, and the measurable indicators. Areas of disagreement, i.e., the absence of a consensus, on these items are also shown. Specifically, the code is used in the check lists of Part C to designate panelists' judgment about (a) the likelihood that the indicated consequences will result from the stated actions, (b) the desirability of each consequence, should it result from the action shown or from any other action, and (c) the utility of indicators to reveal whether the consequences are occurring, thus measuring the status of current conditions and of progress towards desired conditions.

As shown in Figure 13, symbols were selected for designation of the degree of likelihood, desirability, and utility. These symbols can be employed by a planner to aid in selecting, for further consideration, promising items from the check lists. For example, a planner can scan the check lists and select all consequences marked with two solid circles, thereby quickly identifying actions judged likely to cause desirable consequences. In a similar fashion, indicators judged necessary to measure the type of consequences included in the check lists can quickly be selected for subsequent consideration by choosing all those marked with a solid circle. Conversely, ineffective actions, undesirable consequences and indicators of little or no use are designated with an open circle. Additionally, the code shows where actions were judged likely to cause undesirable consequences.

The median, discussed in Figure 13, is the mid-point among the individual

judgments--that is, the point such that there is the same number of votes on each side of it.

Many statistical schemes could have been employed to interpret the degree of likelihood, desirability, or utility as related to the distribution of the vote and the location of the median on the scale provided the respondents. In selecting a scheme to designate the appropriate category for each item, the Institute staff attempted to provide a useful and meaningful discrimination of items in terms of the distribution of the responses. It should be stressed that these responses represent a broad cross section of viewpoints and, therefore, that the ultimate judgment of each item must be based on its applicability to specific community conditions.

Scale or Categories Provided to Respondents	Final Delphi Responses	Designation of Final Response			
<u>LIKELIHOOD OF CONSEQUENCES</u>					
Certainty - 100%	Median between 61 and 100%	Likely	●		
	Median between 41 and 60%	As Likely as Not	◐		
No Possibility - 0%	Median between 0 and 40%	Unlikely	○		
<u>DESIRABILITY OF CONSEQUENCES</u>					
Highly Desirable	75% of the responses, with none less than zero	Desirable	●		
Of Little or no Importance				100% of the responses	◐
Highly Undesirable				67% of the responses, with none greater than zero	○
	All others than the above (i.e., no panel consensus)	Disagreement	X		
<u>UTILITY OF INDICATORS</u>					
Necessary	Median, with not more than 15% in "little or no use"	Necessary	●		
Moderately Useful	Median, with 85% in that and any one other category	Moderately Useful	◐		
Of Little or No Use	Median, with not more than 15% in "necessary"	Of Little or No Use	○		
	All others than the above (i.e., no panel consensus)	Disagreement	X		

Figure 13 - CODE FOR SUMMARIZING PANELISTS' JUDGMENTS
(USED IN PART C OF CHECK LISTS)

APPENDIX I
EDUCATION

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

EDUCATION

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: the development of knowledge, skills, and attitudes,	by the population and organizations in the community,	so that they may continuously improve their ability to influence and manage their physical, social, and economic environments.
OBJECTIVES - To provide for:		
BASIC ABILITY AND MOTIVATION TO LEARN <ul style="list-style-type: none"> . learning motivation . logical aptitude and creativity . reading and writing . oral and visual communication PERSONAL DEVELOPMENT, SOCIAL ADJUSTMENT <ul style="list-style-type: none"> . physical development . emotional development . social and intellectual adjustment . artistic interests and abilities . citizen awareness VOCATIONAL, TECHNICAL, CONSUMER SKILLS <ul style="list-style-type: none"> . technical, commercial, and other employment skills . family and home management skills . leisure-oriented skills CULTURAL ENRICHMENT <ul style="list-style-type: none"> . knowledge of people and institutions, past or present . knowledge of physical environment, past or present . knowledge of the individual PROFESSIONAL OR ACADEMIC PREPARATION <ul style="list-style-type: none"> . science and research . administration and decision-making . social and economic planning . education and communication APPLICATION OF KNOWLEDGE <ul style="list-style-type: none"> . experimentation and problem-solving . planning and research . storage and dissemination of information 	for: YOUTH <ul style="list-style-type: none"> . in such numbers as are expected in the future . in various age groups or grade levels (specify which) . intending to pursue college education . intending to pursue technical education . intending to leave school at 16 YOUTH WITH SPECIAL NEEDS <ul style="list-style-type: none"> . with physical or mental handicaps . advanced or behind for their age . socially or family disadvantaged, or racially segregated . non-English speaking . having dropped out of school ADULTS <ul style="list-style-type: none"> . without high-school diploma . with limited or obsolete skills . desiring additional educational enrichment ADULTS WITH SPECIAL NEEDS <ul style="list-style-type: none"> . elderly . physically or mentally handicapped . socially or economically disadvantaged ORGANIZATIONS <ul style="list-style-type: none"> . government . business and industry . service and citizen groups 	to enhance: PERSONAL DEVELOPMENT AND SOCIAL WELL-BEING <ul style="list-style-type: none"> . social adjustment . physical well-being . emotional well-being EFFECTIVENESS IN THE HOME <ul style="list-style-type: none"> . stability of the family . care of children . management of personal affairs PRESENT AND FUTURE EMPLOYMENT OPPORTUNITY <ul style="list-style-type: none"> . income, financial independence of the individual . employment and occupational potential of the individual . availability of most needed skills . curtailment of obsolete skills PARTICIPATION IN COMMUNITY AFFAIRS <ul style="list-style-type: none"> . political participation . understanding of issues . effectiveness in community tasks

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PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
REGULAR COURSES AND SCHEDULED ACTIVITIES (courses to be stressed, course content, number of courses, and locations offered) SPECIAL EDUCATIONAL PROGRAMS <ul style="list-style-type: none"> . work-study programs . "school within a school" . electives in special interest areas, etc. VOLUNTARY AND EXTRACURRICULAR ACTIVITIES, INVOLVING <ul style="list-style-type: none"> . students and faculty . parents and general public SPECIAL SERVICES, FOR <ul style="list-style-type: none"> . health (e.g. use of school nurse, immunization programs, breakfast programs, etc.) . rehabilitation of mentally or physically handicapped . assistance to elderly in community GUIDANCE AND COUNSELING <ul style="list-style-type: none"> . remedial . educational and career orientation FACILITIES AND EQUIPMENT <ul style="list-style-type: none"> . academic/educational . social . sports/physical activities TRANSPORTATION <ul style="list-style-type: none"> . parking (faculty and other) . bus service FINANCIAL ASSISTANCE <ul style="list-style-type: none"> . grants, loans, scholarships 	FACULTY AND TEACHING AIDES <ul style="list-style-type: none"> . regular teachers . teaching specialists . teacher aides . counselors . teachers in administrative positions NON-TEACHING AND SUPPORTING STAFF <ul style="list-style-type: none"> . administration . audio-visual and library . maintenance, janitorial, food, etc. . transportation TEACHING METHODS <ul style="list-style-type: none"> . curriculum organization . classroom techniques (team teaching, use of aids, etc.) USE OF NON-SCHOOL STAFF <ul style="list-style-type: none"> . lecturers . mothers and fathers . outside medical personnel . police BOARDS AND COMMISSIONS TEACHER TRAINING	PLANNING OF <ul style="list-style-type: none"> . curriculum . facilities . staff . financing . maintenance . transportation COORDINATION WITH <ul style="list-style-type: none"> . neighboring communities . regional systems . other states . federal agencies . higher academic institutions . local private or parochial schools COMMUNITY RELATIONS <ul style="list-style-type: none"> . relationships between Chief Executive, Board of Finance, Board of Education, and Superintendent of Schools . relationships of the faculty, the principal, the superintendent, and the Board of Education with the public . policy regarding involvement of police, health officials, fire department, in dealing with student problems LABOR RELATIONS	ATTENDANCE AND DISCIPLINE <ul style="list-style-type: none"> . student responsibilities . student rights STUDENT PROGRESS <ul style="list-style-type: none"> . evaluation . certification STAFF <ul style="list-style-type: none"> . qualification standards . salary . promotion . retirement . union rights ADMINISTRATION AND MANAGEMENT (administrators, local boards, local government) <ul style="list-style-type: none"> . qualifications . salary . authority

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EDUCATION (Continued)

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
		INTEGRATION OF THE EDUCATIONAL FUNCTION WITH THE COMMUNITY <ul style="list-style-type: none"> participation of parents, local industry, local government, officials, etc., in the teaching process participation of students in community affairs use of non-school facilities for training and educational purposes (e.g. community youth centers, museums and cultural facilities, industrial facilities, recreational facilities, libraries, etc.) use of media (TV, radio, etc.) and libraries to reach the community at large 	

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PART C - PANEL MEMBERS' SUGGESTIONS AS TO COMMUNITY DEVELOPMENT ACTIONS, CONSEQUENCES, AND INDICATORS OF COMMUNITY CONDITIONS BEFORE AND AFTER SUCH ACTIONS

AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ○ Moderately Useful ○ Of Little or No Use X Disagreement	
7th and 8th grade work-study programs for those who leave school at 16 without job skills; career-oriented junior high school courses, such as a course in various aspects of the construction industry (design and planning through construction and maintenance); increased emphasis on vocational high school and technical two-year college courses (and less university) for all	<ul style="list-style-type: none"> reduce frustration and improve employment for those who cannot go to universities, or who later do not like universities open opportunities for a career to minority group youngsters, especially those who are trying to get higher education when they might be better suited and more satisfied with jobs requiring lesser education reduce "snob attitude" toward technical schools heighten immediate employment capability of youngsters who leave school early 	● ○ ● ●	● ● ● X	<ul style="list-style-type: none"> labor requirements of various industries compared to number of students given guidance towards entering those industries number of college dropouts who were encouraged to prepare for college rather than taking vocational technical training number and percent who go to technical schools number and percent who go to college and drop out or fail unemployment rate of various racial groups percent of students going into different industries pay differentials for trained vs untrained laborers number of minority group youngsters who lack family or other contacts with potential trades (e.g., construction) number and percent who get jobs after leaving school at 16 	● ● ● ● ● ● ○ ○ X X

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AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Involvement with real work situations in the indigenous setting for all students</p> <p>and/or</p> <p>Restructuring of public school curriculum to correspond with motivation of students, with special attention to legal age non-academic students leaving school--possibly through increased technical education in addition to normal curriculum, especially for the non-college bound</p>	<ul style="list-style-type: none"> • make children more capable of participating in society • develop in the student an early realistic understanding of the way the working world operates • develop in the student an understanding of the need for self-discipline • reduce student boredom or lack of interest • make children more independent 		●	●	<ul style="list-style-type: none"> - number and percent of dropouts - number of electives taken by students - teacher ratings of students - number of job changes per year for teenagers in the work force - number of students in student government - post-school follow-up regarding salary/earnings of various groups - number and percent teenage unemployed - number and percent teenage crimes - number and percent expelled - academic achievement of student not intending to go to college - percent students not going to college - number of college dropouts - ratio of community labor needs vs professional needs - tests of student skills in real situations - number and percent of unemployed youth in various racial groups - rate of changing majors in school subjects 	● ● ○ ○ X X X X X X X X X X X X

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AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Richer courses in science and math at elementary and middle school level</p>	<ul style="list-style-type: none"> • enhance students' ability to cope with unfamiliar data and problems • enhance understanding and inquiry into the nature of technical fields • emphasize inquiry and discovery rather than facts 		●	●	<ul style="list-style-type: none"> - quality of projects undertaken independently - number and percent taking science - attitude survey of elementary, middle, and high school students - math achievement test scores (control group vs experimental group) 	● ● ○ X
<p>Consumer education, home and family care, budgeting, etc. in cooperation with home economists representing food chains, utilities, and companies for high school students</p>	<ul style="list-style-type: none"> • heighten the ability to make wise choices regarding house and personal furnishings, improve and beautify the home and surroundings, cook and serve meals, and spend money wisely 		●	●	<ul style="list-style-type: none"> - amount of social worker's time spent in household planning for welfare cases - number and percent on social security - number and percent on welfare - number and percent of malnourished elderly and minority groups - complaints received by business persons, chamber of commerce, etc. of inferior products bought at high interest rates 	● ○ X X X
<p>Increased social or extra-curricular activities such as dances, banquets, socials, parties, picnics, fashion shows, etc.</p>	<ul style="list-style-type: none"> • strengthen family ties 		○	●	<ul style="list-style-type: none"> - number of acts of vandalism, student incidents, and students with problems - number of activities families take part in at school - number and percent attendance at social functions involving the whole family - child attendance at school 	● ● ● X

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AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Integrated environmental awareness program at all levels</p>	<ul style="list-style-type: none"> • provide individuals with a greater understanding of what good quality environment is • increase understanding of how good quality environment can be achieved 		●	●	<ul style="list-style-type: none"> - number and percent voting for and against issues relating to the environment - appropriations for the enforcement of regulations which preserve the environment in the community - percent participation of various age groups in community improvement actions - levels of knowledge (tests) on quality of environment - number of violations to locally or state promulgated codes and regulations (e.g., unauthorized leaf burning, trash and waste disposal, etc.) 	● ● ● ○ X
<p>Courses in arts, crafts, and occupational skills for individuals who are physically handicapped or mentally disturbed</p>	<ul style="list-style-type: none"> • help handicapped and emotionally disturbed to acquire marketable skills and become financially independent • reduce need for financial assistance or medical supervision to individuals who are physically handicapped or mentally disturbed 		●	●	<ul style="list-style-type: none"> - number and type of jobs held by handicapped - income levels of handicapped - number, cost and type of services for dependents of physically handicapped - average length of employment per job for the handicapped - welfare and medical assistance costs for the handicapped - number of times emotionally disturbed need medical assistance 	● ● ● ● ● X

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AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Presentation of instructional or broadly educational materials to people in their homes or place of employment; or more extensive library services and discussion groups outside of school; or lecture and workshop courses in schools, churches, and in the home using radio and TV on handicrafts and skills (e.g., sewing and repairs)</p>	<ul style="list-style-type: none"> • raise the educational level of residents in the community • increase adult awareness of public issues and adult participation in community affairs • provide places for youth to meet and learn outside of school • enhance people's ability to attend to their own immediate needs, especially in the home 		○	●	<ul style="list-style-type: none"> - test scores of community residents level of knowledge and background on issues affecting the state - number and percent participating as volunteers in community activities - number and percent participating in community meetings - number and percent voting - number of library services - number of community education service groups - number and percent graduating from high school - number of times citizens use public media via letters to editors, complaints, reply to editorials - number and type of uses of instructional TV in the state - level of unemployment and skills of unemployed compared to skills required for employment in areas suitable for out of school learning, with educational assistance via TV, correspondence and library services - job turnover rates as index of low-grade employees 	● ● ● ● ● ● ● ● ○ X X

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AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Replacement of present marking (grading) system with a set of behavioral objectives and descriptive evaluation of the student; extended longitudinal curriculum coordination between all levels, with a particular view to individualization and setting of behavioral objectives and/or Greater variation of class levels in which learning of basic reading and writing skills are introduced; or remedial reading classes in all grades	<ul style="list-style-type: none"> • provide more meaningful evaluation of students (for teacher and parent use) • increase continuity, organization, and relevance of material being taught • allow the child to progress in terms of his own abilities • improve learning motivation of students • match children's developmental levels with tasks they can handle effectively • allow for genuine achievement • give children a better opportunity to progress to higher grade levels with other members of the class 	● ● ● ○ ● ● ●	● ● ● ● ● ● ●	<ul style="list-style-type: none"> - achievement test scores, such as reading comprehension, etc. - teacher ratings of students as to interest shown and active participation - student ratings regarding relevance of "material" being taught - number and percent graduating from high school - student self-evaluation of the effectiveness with which he can handle tasks assigned - comparative rate of advancement in terms of grade levels as compared to performance tests (e.g., reading) - attendance - number of pupils selecting vocational courses - number and percent of dropouts - number of "behavior" cases (as distinct from emotional problems) - percent college-preparatory students who cannot pass reading tests for their grade - correlation of students' reading level to IQ 	● ● ● ● ● ○ X X X X X X	

AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Integration between special counseling services and normal academic contacts	<ul style="list-style-type: none"> • provide all children with depth and continuity in counseling (not superficial and limited contacts when situations become dramatic) 	●	●	<ul style="list-style-type: none"> - number of students vs number of counselors available - number of counselors student required to see - rate of attendance to academic and social counselors - number of social workers in schools - number of instances where children do not follow advice without informing counselors - number and percent of children emotionally disturbed - number and percent of children acting and performing below age level - number of problem children who return to the same counselor for guidance 	● ● ● ○ X X X X	

AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
Increased activities involving parents, teachers and students		<ul style="list-style-type: none"> • provide for better coordination and understanding between parents, teachers and students 	○	●	<ul style="list-style-type: none"> - number and percent of unrest, discipline, drug use cases - records of disciplinary action - number of requests for interviews between parents and teachers - number of runaways at student age - number and types of acts of vandalism in various areas - parental satisfaction (polls, protests) - number and percent attendance at social functions of parents and teachers - number of "notes home" by teachers to parents about students 	<ul style="list-style-type: none"> ● ● ● ● ● ○ X X
Increased parent involvement with the educational process such as engineers included in math curriculum committee, parent representation on boards dealing with discipline problems, mothers providing feedback on adjustments of kindergartners, etc.		<ul style="list-style-type: none"> • greater use of talents which are available in the community 	○	●	<ul style="list-style-type: none"> - number of professionals in PTA - number of talented parents in the community who participate in education system - number of complaints from parents on the curriculum presented to their child - number of open public meetings for discussion of operational aspects of schools - number of professionals in community 	<ul style="list-style-type: none"> X ● ○ ● X

AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
Institutional exchanges of students and faculty at high school and college level (as well as on-the-job training)		<ul style="list-style-type: none"> • provide stronger motivation for traditional instruction 	○	X	<ul style="list-style-type: none"> - number of students desiring participation in institutional exchanges - number of entries in state, national science, arts, etc. contests - teachers' rate of job turnover - number and type of college rejections of high ranking students interested in college - performance on standard exams - number and percent of high school dropouts 	<ul style="list-style-type: none"> X X X X ● ●

AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ● Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Restructuring of the institutional relationship between the chief educational administrator (superintendent) and the chief governmental administrator (manager, mayor, first selectman)</p>	<ul style="list-style-type: none"> • minimize the educational government cleavage 		○	●	<ul style="list-style-type: none"> - number of public conflicts between various policy making bodies (such as between board of education and town council and between employees, teachers, police, etc.) - attitudes (survey) regarding whether or not teaching and administrative employees are justly compensated for services - number of specific interchanges and meetings between government and education groups - number of teacher educational proposals rejected by superintendent or principal, and superintendent proposals rejected by board or city council - turnover rate of superintendents - number of complaints to educational and other government agencies by employees 	<ul style="list-style-type: none"> ● ● ● ● X X

AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations ✓ Planning and Coordination ✓ Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ● Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Joint use of services and facilities on a regional basis</p>	<ul style="list-style-type: none"> • enrich educational programs of smaller communities without excessive increases in cost 		●	●	<ul style="list-style-type: none"> - cost of educational programs in smaller communities per capita and per student - number and type of educational programs in small communities 	<ul style="list-style-type: none"> ● ●
<p>Open schools more hours per day and all months of the year for adult as well as child activities</p>	<ul style="list-style-type: none"> • meet adult needs in cultural or technical education • increase contact between youths and adults • improve understanding of youth and adult problems in the community (e.g., drugs) 		○	●	<ul style="list-style-type: none"> - number of adult/child hours of use of school in after-hours; attendance - number of adult education classes per capita - number and type of incidents of student unrest and drug use - number of requests for additional hours and subjects - number of technical private schools in community - number and percent of working population with small children 	<ul style="list-style-type: none"> ● ● X X X X
<p>Revision of the financial base of the educational system</p>	<ul style="list-style-type: none"> • reduce dependence on the property tax 		●	●	<ul style="list-style-type: none"> - property taxes per capita and per student - number of rejections of bond issues 	<ul style="list-style-type: none"> ● ○

AREA: EDUCATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
New definition of the relations and responsibilities of the Board of Education and the Board of Finance	<ul style="list-style-type: none"> • allow principal to introduce required educational reforms • reduce community antagonism toward school systems and conflicts between Board of Education and Board of Finance 	● ● ○ ●	● ●	● ●	<ul style="list-style-type: none"> - level of teachers' salaries vs number and type of teacher aids, team teaching, and other innovations to increase teacher effectiveness ● - number of conflicts resulting from inadequate legal definition of the functions and rights of Boards of Education and Boards of Finance ● - social composition of dropouts ○ - community's status, relative to others, regarding amount of assistance (dollars) from federal programs X - index of quality of school buildings X 	● ● ○ X X

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

HOUSING

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: access to suitable living accommodations, and equitable and effective operation of the industries which serve these needs,	for the community and its various sectors,	to improve and maintain social and physical aspects of home life without exceeding individual and community economic and natural resources
OBJECTIVES - To provide for adequate:		
<p>AVAILABILITY OF DWELLING UNITS (IN VARIOUS OWNERSHIP CATEGORIES - OWNED, RENTED, COOPERATIVE, CONDOMINIUM, OR PUBLIC; IN VARIOUS COST RANGES - LOW, MEDIUM, OR HIGH, SUBSIDIZED OR NONSUBSIDIZED; IN VARIOUS LOCATIONS - CENTRAL, PERIPHERAL, OR BY NEIGHBORHOOD)</p> <ul style="list-style-type: none"> . small "starter" single-family homes . larger or more expensive single-family homes . cluster-type housing . town houses, apartments, and row houses . mixed housing developments . high-rise units . mobile home units <p>AMENITIES (FOR NEW OR EXISTING HOUSING)</p> <ul style="list-style-type: none"> . utilities and waste removal . roads, sidewalks, parking, access . outdoor spaces and environment . social and recreational amenities <p>QUALITY OF DWELLING UNITS, NEW OR OLD (IN VARIOUS OWNERSHIP CATEGORIES, IN VARIOUS COST RANGES, IN VARIOUS LOCATIONS)</p> <ul style="list-style-type: none"> . external condition and appearance . internal condition and appearance . condition of structure . quality of internal utilities (electricity, water, sewage, trash) . light, heating, ventilation . distribution of internal space 	<p>HOUSEHOLDS OF VARIOUS TYPES</p> <ul style="list-style-type: none"> . individuals, couples . small families . large families . elderly <p>HOUSEHOLDS OF VARIOUS INCOMES</p> <ul style="list-style-type: none"> . higher than average . average or moderate . lower than average . limited: pensions, social security, welfare <p>HOUSEHOLDS FROM VARIOUS RACIAL GROUPS</p> <ul style="list-style-type: none"> . whites . blacks . latins . others <p>ORGANIZATIONS AND BUSINESS SECTORS CONCERNED WITH HOUSING</p> <ul style="list-style-type: none"> . public housing sector . non-profit or semi-private housing sector . private development sector . large- or small-scale building contractors . financial sector . real estate broker sector . landlords and landowners 	<p>ABILITY TO OBTAIN AND AFFORD A HOME, THROUGH</p> <ul style="list-style-type: none"> . rental . individual ownership . public ownership <p>LIVING CONDITIONS, IN TERMS OF</p> <ul style="list-style-type: none"> . overcrowding . ability to care for family needs . package and mail access and delivery . trash disposal . intimacy or privacy among family members . freedom to act (without bothering neighbors) . freedom from intruders (vandals, thieves, and other criminals) . access to parking <p>NEIGHBORHOOD UTILITY AND APPEARANCE</p> <ul style="list-style-type: none"> . general appearance and avoidance of decay . noise abatement . safety of people on the street . access to schools, shopping, friends, neighbors (by car, on foot, etc.) . social and recreational neighborhood quality

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PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

HOUSING (Continued)

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: access to suitable living accommodations, and equitable and effective operation of the industries which serve these needs,	for the community and its various sectors,	to improve and maintain social and physical aspects of home life without exceeding individual and community economic and natural resources
OBJECTIVES (Continued)		
<p>OPERATIONS (TECHNOLOGIES AND PROCEDURES)</p> <ul style="list-style-type: none"> . land acquisition time and expense . planning and construction time . roads, services, utilities (installation time and expense, delays, phasing with housing development) . building costs . cost of money to developer or consumer . marketing by actual and prospective owner <p>PREVENTION OF SOCIAL PROBLEMS, BARRIERS, AND INEQUITIES</p> <ul style="list-style-type: none"> . forced racial separation . age-group and life-style separation . isolation of different income groups . consumer or tenant exploitation 	<p>HOUSEHOLDS IN SPECIFIC SITUATIONS</p> <ul style="list-style-type: none"> . living in, or moving in and out of inner cities, suburbs, rural areas . living in overcrowded housing . living in dilapidated housing . living in socially undesirable neighborhoods . living far from where they can obtain employment . requiring housing amenities more suited to their needs due to changes in family structure (marriage, children coming, leaving, or growing older) . subject to social harassment or discrimination . desiring to live in closer association with other age groups or social groups, or in more diverse surroundings 	<p>SOCIAL OPPORTUNITIES AND DIVERSE, INTEGRATED LIFE-STYLES</p> <ul style="list-style-type: none"> . social opportunity for the individual . access to jobs . income and social diversity . ability of various groups (e.g. elderly, young couples, and families with children) to lead their own type of life while benefiting from contact with others <p>PROPER USE OF LAND AND OTHER NATURAL RESOURCES</p> <ul style="list-style-type: none"> . present or intended uses of various land parcels and other resources . present or intended location and distribution of various facilities and functions . control of speculation (landholding for profit) . control of urban sprawl . relation of land use to transportation

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AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> • <i>Likely</i> • <i>As Likely as Not</i> ○ <i>Unlikely</i>	<u>Desirability</u> • <i>Desirable</i> ○ <i>Unimportant</i> ○ <i>Undesirable</i> X <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> • <i>Necessary</i> • <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> X <i>Disagreement</i>	
Provision of dwelling options for elderly in terms of both living location and available transportation systems providing access to various parts of town and/or more facilities built in close proximity to elderly housing	<ul style="list-style-type: none"> • increase housing options for the elderly • increase opportunities for elderly to share in the life of the community • insure adequate range of facilities within reach of elderly who cannot make use of transportation 		● ●	● ● X	<ul style="list-style-type: none"> - number and percent of elderly shoppers at various locations - number of elderly attending center area entertainment or other events - location and distribution of elderly in the community - attendance of elderly at various facilities and events which they are likely to use - number of senior citizens who serve in public office - age distribution of shoppers (or wayfarers) in the community as compared to the age distribution of population residing in the community - number of senior citizens and the percent thereof who ride mass transit facilities - number of volunteer taxi services established by or for the elderly 	● ● ● ● ● X X X

AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> • <i>Likely</i> • <i>As Likely as Not</i> ○ <i>Unlikely</i>	<u>Desirability</u> • <i>Desirable</i> ○ <i>Unimportant</i> ○ <i>Undesirable</i> X <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> • <i>Necessary</i> • <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> X <i>Disagreement</i>	
Provision of more high income houses and sites ranging from private estates to high-rise apartments	<ul style="list-style-type: none"> • increase total dwellings available to population, including high income • increase total turnover, including high income, and thus availability of appropriate housing for low and medium income households, students, single, young married and elderly 		● ●	● ●	<ul style="list-style-type: none"> - number of dwellings per capita - percent of vacancies by classification of housing (high, moderate, low income) - number of housing starts vs population - number and percent of units occupied by students, elderly, childless young married - vacancy rates for housing of different price levels compared to number of families at different income levels - percent income families devoted to housing - percent change in memberships at recreational clubs - percent of executives who live in the cities in which they work - percent of house sales where the income of the buyer is less than the income of the seller (and extent of difference between the two income levels) 	● ● ● ● ● ● ● ○ X X

AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely <u>Desirability</u> <input checked="" type="radio"/> Desirable <input checked="" type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input checked="" type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Education for occupants in life style adjustments	• improve use of new facilities in a manner compatible with the occupants' physical capabilities, social patterns, aesthetic needs, values and overall life style	○	●	- incidence of vandalism for new buildings - repair records (or repairs needed) on new facilities - number of requests by new facility occupants for different housing - number of code violations (housing sanitation) in new facilities - number of building code violations initiated by tenants - occupant ratings of life style in different settings, and/or different occupants in the same setting - turnover rate in new vs older facilities - dollar volume of sales of tooth-brushes, sheets, toilet paper, cleansing supplies, etc. in neighborhood stores	● ● ● ● ● ● ○ X X

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AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely <u>Desirability</u> <input checked="" type="radio"/> Desirable <input checked="" type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input checked="" type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Design of dwellings, especially public housing, to include such items as benches for elderly to sit in the sun, trash collection areas that are dispersed and conveniently accessible to elderly, etc.	• improve satisfaction of the physical and esthetic needs and social patterns and cultural values • increase costs of construction • segregation of special groups according to culture and life style	●	X X ○	- use (nature, extent) of amenities and services attached to buildings (how often used, amount of trash and extent of vandalism in and around them) - grass acreage, number of benches, etc. per capita throughout the city or in special areas such as elderly projects - number of grievances by identifiable units processed by City Hall, etc., regarding the lack of amenities - mortality rate of elderly living alone, living in homes	● ○ ○ X

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AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="checkbox"/> Likely <input checked="" type="checkbox"/> As Likely as Not <input type="checkbox"/> Unlikely	<u>Desirability</u> <input checked="" type="checkbox"/> Desirable <input checked="" type="checkbox"/> Unimportant <input type="checkbox"/> Undesirable <input checked="" type="checkbox"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> Necessary <input checked="" type="checkbox"/> Moderately Useful <input type="checkbox"/> Of Little or No Use <input checked="" type="checkbox"/> Disagreement	
Provision of dwellings for various multi-family groups including related families, unrelated families, non-families with common facilities (such as dining and recreation), such as semi-public dwellings, private homes on public land, or private rooms in public buildings	<ul style="list-style-type: none"> provide residents greater freedom in use of time and money reduce restrictions on residents from being "tied to a shelter" satisfy needs for greater mobility of young adults, students, single persons 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> 	<ul style="list-style-type: none"> number of students, single, or transitory households as percent of all households rate of turnover of residents in new (non-standard) units number and type of housing units sold in the community (or rented) compared to housing preferences of newly employed workers, new students, new retirees, etc. number of different housing facilities used by the average person over time number of illegitimate births, separations, divorces variations in expenditures (dwelling, recreation, food, clothes) for families in various housing arrangements number of three-generation families living as a single household 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

AREA: HOUSING

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New ways to subsidize low and moderate income housing through private subsidies (income assistance) rather than building subsidies	<ul style="list-style-type: none"> eliminate arbitrary visual separation of these groups from the rest of society increase freedom of location for subsidized families improve chances of integration of minority groups 		<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 	<ul style="list-style-type: none"> number of families that move to better, higher cost, housing over a specified period after subsidies are made available proportion of assisted families in specific geographical areas relative to their proportion in the total community number of home owners on assistance rolls, relative to the number of renters turnover rates for assisted families 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
General integrated subsidy programs covering insurance, down payments, second mortgage loans, income supplements, for public non-profit rental or home ownership, primarily to low-income and second-worker families	<ul style="list-style-type: none"> scatter sites and integrate the community, thus avoiding continuation or creation of social problems avoid government segregation by fiat in terms of age, race, income, family size, etc. facilitate turnover and upgrade housing choices 		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 	<ul style="list-style-type: none"> location and number of low income family dwellings rate of housing turnover (number of families or title transfers per dwelling unit in various locations) race and income distributions in various location areas migration pattern of low income families ratio of owner-occupied to tenant-occupied housing relative to assistance programs number of welfare recipients in high income housing districts 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>

AREA: HOUSING

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<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely	<u>Desirability</u> • Desirable • Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use X Disagreement	
Public support of companies to encourage their participation in the housing business through experimental living programs, various housing concepts, and life styles	<ul style="list-style-type: none"> • overcome public and builder allegiance to outdated housing concepts • increase motivation and satisfaction of those who have responsibility for meeting housing needs of residents 	○ ● ○ ●	○ ● ○ ●		<ul style="list-style-type: none"> - percent of new housing with new concepts of construction or land use - number and percent of total sales of housing with new construction or land use - turnover, vacancy rate, waiting lists, etc. on developments embodying new housing concepts - number of identifiable groups (and size of financial backing) interested in participating in privately sponsored innovative projects with public financial support - profit ratio or venture employing "new housing" concepts - number of companies responding to innovating programs - comparative building costs, land costs servicing costs of conventional vs experimental or "new housing" building costs 	● ● ● ● X X X

AREA: HOUSING

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Education programs for housing and regulatory officials and planning and zoning decision-makers on the use of the environment, especially regarding local needs, and use of professional state guidelines rather than State Plans	<ul style="list-style-type: none"> • improve awareness among housing and regulatory planning and zoning officials of new techniques and design approaches • improve responsiveness of designs to the needs of intended residents rather than bureaucratic requirements • allow the community to find its own solutions in meeting both local and statewide requirements 	○ ● ○ ● ○ ●	○ ● ○ ● ○ ●		<ul style="list-style-type: none"> - number and percent of housing officials involved in courses on the environment, planning, etc. - numbers of different housing types, locations, building systems and techniques, etc., the regulatory and housing officials must supervise and regulate - number of performance code adoptions - number of complaints by entering residents of publicly built or subsidized housing (to housing bureaus, superintendents, etc.) - incidence of vandalism in new housing - tests on knowledge of regulatory officials of various design techniques, building components, construction systems, housing layouts, etc., used in various parts of the country as well as locally - number of chief executives who would support training programs for housing and regulatory officials on a released time basis, on an after-duty public supported basis, or a no-cost-to-city basis 	● ● ● X X X X X

- continued -

AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Acceleration of housing activity through the increased use of local housing authorities, private non-profit housing corporations, and a State Housing Authority, working in combination, using mass production	<ul style="list-style-type: none"> • increase ability to combine governmental and private programs • provide more scattered housing options for low income and minority groups • increase the supply of both low and moderate income housing 	○ ○ ○	● ● ●	<ul style="list-style-type: none"> - number of housing units built by state and local authorities - rate of turnover of tenants in public housing - number of state legislators willing to support a state housing authority 	● X X

AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
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Use of vacant land or air rights over highways for the location of housing for large low-income families	<ul style="list-style-type: none"> • increase the tax base through creation of taxable properties • reduce housing inflation by increasing the available housing and creating more competition among landlords • improve living conditions for large low-income families while minimizing relocation problems • reduce land available for mass transit • slow and crowded vehicular traffic 	○ ○ ○ ○	● ● X X ○	<ul style="list-style-type: none"> - number of low-income units built in locations not previously built up - change in grand tax list - comparative cost/unit of low income housing for alternate choices of development; renewal, use of existing vacant land, use of air rights, use of other available land - demand for air-conditioned cars by people who must daily travel on built-over urban highways, as compared to that of the general population - number of persons per room (or per unit) in relation to income - number and size of relocation allowances and assistance costs - number of available acres of vacant land per capita in various built-up areas of the city - vacancy rate (and price) of private units suitable for large families 	● ● ● ○ X X X X

AREA: HOUSING

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"Mission directed" local government and reduction in red tape for improving the quantity, quality, availability, and distribution of dwellings	<ul style="list-style-type: none"> • remove or modify local government obstacles • enhance government services in support of housing programs (reduce red tape) • lower project overhead costs • reduce planning and construction time • increase flexibility in housing program planning and implementation 	● ● ● ● ●	● ● ● ● ●	<ul style="list-style-type: none"> - time for various projects vs type of approval practices - time and dollars charged to start-up and administration of grants - average completion time of projects - overhead as percent of total building costs - number of state legislators who would favor removal of state constraints for a more flexible local system - number of councilmen supporting the removal of state constraints for a more flexible local system 	● ● ● ● X X	

AREA: HOUSING

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Selective zoning for various density patterns allowing such approaches as cluster dwellings with balance in open space to retain overall population density and accommodate population growth while maintaining amenities of open and recreational space	<ul style="list-style-type: none"> • preserve open space and natural resources • reduce public improvement and service costs for roads, sewerage, etc. • increase the number of families able to purchase dwellings • reduce land acquisition costs 	● ● ● ○	● ● ● ●	<ul style="list-style-type: none"> - dwelling unit costs for different subdivision types: e.g., cluster vs standard-type subdivision - comparative costs for providing services (roads, utilities, etc.) to different subdivision types - number of housing starts in various layout and land use categories - number of zones affected (acreage, location...) by zoning changes intended to promote the stated objectives - land costs per dwelling unit - open space acreage per dwelling unit - improvement costs per dwelling unit - incidence of changes (turnover rate) in developments embodying varied and integrated layouts and density patterns (e.g. Wesleyan Hills, Middletown...) - land acquisition cost per capita - housing cost per capita - gross acreage per capita 	● ● ● ● ● ● ● ● X X X X	

AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
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Regional housing agencies and corporations; modification of public housing residency requirements	• increase responsiveness of housing policies to regional factors (land availability, distribution of labor markets, migration and transportation patterns, tax and fiscal policies, income distribution, etc.)		•		

1 OF 4

CONTINUED

PART C - (Continued)

AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ○ Moderately Useful ○ Of Little or No Use X Disagreement	
Zoning allowing greater location options for financially assisted housing	• enhance job access for families receiving financial aid through greater housing location options	●	●	- working opportunities for heads of families moving into subsidized housing (job market vs distance) - percent of land potentially made available by various zoning changes intended to provide greater options in the location of financially assisted housing - percent unemployed and average wage of residents in publicly assisted housing - distance, time, and cost of work-trips by residents in publicly assisted housing - percent of financially assisted housing (by number and location) - percent of financially assisted housing or families in newly developed areas - land acquisition costs (per dwelling unit or as percent of dwelling unit cost) in financially assisted housing - cost/unit devoted to acquisition and demolition of substandard units - price obtainable by the community (on private market) for land it has cleared and might use for public housing projects vs cost of land development (incl. services) in outlying areas	● ● ● ● ○ ○ X X X

AREA: HOUSING

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Substitution of income or other tax for real estate tax (legislation for new taxes)	<ul style="list-style-type: none"> • remove real estate tax as a factor in causing increases in housing and industry costs • provide greater freedom in planning community developments • reduce the community resistance to multi-family housing for tax purposes (reduce resistance to low cost housing) • reduce incidence of invitations to industry in order to increase its tax base • reduce migration in search of tax bargains (increase stability) 	<ul style="list-style-type: none"> ● ○ ○ ● ● 	<ul style="list-style-type: none"> ● ● ● X ○ 	<ul style="list-style-type: none"> - percent of housing costs due to taxes ● - number of community refusals of multi-family housing developments ● - tax revenue per dwelling unit (or household) ● - tax revenue per capita ● - number and pattern of zoning changes to permit multi-family housing ● - tax rate vs property values X - migration into and out of areas vs tax rates X 	<ul style="list-style-type: none"> ● ● ● ● ● X X 	

HEALTH

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
<i>POTENTIAL OVERALL GOAL</i>		
TO PROVIDE FOR: comprehensive health care, including prevention, treatment and assistance,	for the population of the community,	to ensure an active, useful, and extended lifetime
<i>OBJECTIVES</i> To provide for: for: to enhance:		
<p>REDUCTION IN CAUSES OF ILL HEALTH, PHYSICAL OR MENTAL HARM, AND IMPROPER DEVELOPMENT</p> <ul style="list-style-type: none"> spread of congenital or inherited defects complications from childbirth; pre-natal and natal care spread of communicable diseases nutritional or dietary deficiencies environmental pollution accidents crime and assaults poisoning or improper use of drugs social and occupational factors leading to mental and physical stress lack of personal hygiene, exercise, and general health care <p>TIMELY DETECTION, CORRECTION OF ILLS</p> <ul style="list-style-type: none"> congenital diseases infant and child development problems communicable and respiratory diseases metabolic, digestive, and other internal disorders chronic diseases emotional and mental disorders drug and alcohol addiction minor or emerging physical handicaps (of ears, eyes, teeth, etc.) disorders of the nervous system or circulation broken limbs, wounds, etc. emergency situations 	<p>VARIOUS AGE AND FAMILY GROUPINGS</p> <ul style="list-style-type: none"> parents expectant mothers children before they are born infants young children adolescents young married men and women adult men and women elderly <p>VARIOUS INCOME CATEGORIES</p> <ul style="list-style-type: none"> higher than average average or moderate lower than average limited: on welfare, pensions, social security, workmen's compensation, etc <p>VARIOUS RACIAL GROUPS</p> <ul style="list-style-type: none"> whites blacks latins others <p>INDIVIDUALS WITH VARIOUS DEFICIENCIES</p> <ul style="list-style-type: none"> blind or with poor eyesight deaf or mute physically handicapped mentally handicapped addicted to drugs or alcohol with various prolonged debilities 	<p>RATE OF PHYSICAL DEVELOPMENT</p> <ul style="list-style-type: none"> physical fitness physical coordination ability and motivation to enjoy physical activity <p>RATE OF MENTAL DEVELOPMENT</p> <ul style="list-style-type: none"> mental fitness mental coordination ability and motivation to learn <p>EMOTIONAL DEVELOPMENT</p> <ul style="list-style-type: none"> social adjustment behavior within the family behavior with peers delinquent behavior <p>PROLONGED PHYSICAL AND MENTAL WELL-BEING</p> <ul style="list-style-type: none"> ability to engage actively in work ability to take care of personal needs ability to lead an active married life ability to have and bring up healthy children ability to enjoy social and recreational activities <p>EXTENDED LIFETIME</p> <ul style="list-style-type: none"> life expectancy of those with chronic illness (diabetes, asthma, anemia, etc.) self-sufficiency and enjoyment of later life

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HEALTH (Continued)

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
<i>POTENTIAL OVERALL GOAL</i>		
TO PROVIDE FOR: comprehensive health care, including prevention, treatment and assistance	for the population of the community,	to ensure an active, useful, and extended lifetime
<i>OBJECTIVES (Continued)</i>		
<p>CARE IN THE EVENT OF PROLONGED INFIRMITIES</p> <ul style="list-style-type: none"> nursing assistance, supervision, and care prosthetic services and internal operations care of mentally ill (in or out of institutions) assistance and guidance in living with acquired physical deficiencies (diabetes, arthritis, high blood pressure, etc.) 	<p>INDIVIDUALS OR GROUPS WITH INADEQUATE ACCESS TO HEALTH CARE</p> <ul style="list-style-type: none"> in socially or geographically isolated areas or neighborhoods (particularly where the individual, for whatever reason, seldom or never receives any preventive health care) with or without some kind of insurance (personal, group, or employee, Medicare or Medicaid, etc.) with inadequate or inappropriate coverage (unable to obtain mental health insurance, outpatient insurance, major medical insurance, etc.) with inappropriate insurance service (e.g. nominally insured but unable to obtain care due to bureaucratic procedures) 	

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HEALTH

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>EXAMINING AND PRESCRIBING (GENERAL MEDICINE)</p> <ul style="list-style-type: none"> . at hospitals . in clinics . in private offices <p>COUNSELING AND TRAINING</p> <ul style="list-style-type: none"> . group therapy . guidance (e.g., child care, household planning, family planning, training for expectant mothers, guidance to improve self-sufficiency of handicapped, etc.) . physical or psychiatric rehabilitation <p>SPECIAL SERVICES</p> <ul style="list-style-type: none"> . tooth and eye care . pharmacies and drugs . laboratories and technical services <p>HOSPITAL IN-PATIENT SERVICE</p> <ul style="list-style-type: none"> . maternity . surgery . convalescent care <p>EMERGENCY SERVICES</p> <ul style="list-style-type: none"> . transportation . on-the-spot care . telephone emergency services <p>REFERRAL SERVICES</p> <ul style="list-style-type: none"> . for troubled, incapacitated, or uninformed individuals 	<p>GENERAL PRACTITIONERS</p> <p>SPECIALIZED MEDICAL</p> <ul style="list-style-type: none"> . pediatricians . family practice MDs . internists . developmental child psychologists . surgeons . dentists . other specialists <p>SPECIALIZED ADMINISTRATION AND SUPPORT</p> <ul style="list-style-type: none"> . nurses . lab technicians . community health workers . social workers . health education supervisors <p>MEDICAID, MEDICARE, WELFARE</p> <p>PUBLIC HEALTH</p> <ul style="list-style-type: none"> . health officers . inspectors <p>STAFF OPERATIONS</p> <ul style="list-style-type: none"> . training . recruiting . salary and benefits <p>COMMUNITY RELATIONS</p> <ul style="list-style-type: none"> . hospital boards . community boards 	<p>NEIGHBORHOOD RESPONSIVENESS</p> <ul style="list-style-type: none"> . centralized vs decentralized facilities . central vs neighborhood control . distribution of health services . access and transportation <p>PRIVATE PHYSICIAN SERVICES</p> <ul style="list-style-type: none"> . within hospitals . links to hospital . use of local clinics . Permanente and cooperative systems <p>HEALTH CARE</p> <ul style="list-style-type: none"> . inpatient vs outpatient . preventive vs remedial . timely remedial vs emergency . rehabilitation vs institutionalization <p>AGENCY RELATIONSHIPS</p> <ul style="list-style-type: none"> . hospitals, doctors, and nurses . medical schools . insurance systems . law enforcement . courts . welfare services . convalescent homes . public and private schools and colleges <p>LARGE-SCALE EMERGENCIES</p> <ul style="list-style-type: none"> . epidemics . natural disasters . alerts 	<p>LICENSING</p> <ul style="list-style-type: none"> . doctors . optometrists and other non-MDs . nurses . suppliers (pharmacists, opticians, etc.) . convalescent homes . health spas <p>HEALTH PRACTICES</p> <ul style="list-style-type: none"> . review systems . forbidden practices <p>TOXIC AND DANGEROUS PRODUCTS AND MATERIALS</p> <p>DRUGS</p> <ul style="list-style-type: none"> . prescribed . nonprescribed <p>LEGAL TREATMENT OF ILL</p> <ul style="list-style-type: none"> . criminals . youth, child delinquency . parental delinquency <p>OCCUPATIONAL HAZARDS</p> <p>ENVIRONMENTAL CONTROLS</p> <ul style="list-style-type: none"> . sewerage . pests . dilapidated buildings . nutritional value of food

HEALTH (Continued)

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>CARE OUTSIDE THE HOSPITAL</p> <ul style="list-style-type: none"> . nursing services . nursing homes . foster homes . institutions for handicapped, disturbed, delinquent <p>COMMUNITY SERVICES</p> <ul style="list-style-type: none"> . bloodmobiles . health tests and immunization in schools . mobile or decentralized systems to expand preventive detection into neighborhoods, industries, etc. <p>ENVIRONMENTAL INSPECTION AND IMPROVEMENT</p> <ul style="list-style-type: none"> . housing quality . proper care of children . air, water quality . pest extermination . food and nutrition <p>FACILITIES AND EQUIPMENT FOR THE ABOVE</p> <p>PUBLIC EDUCATION AND INFORMATION</p> <p>INSURANCE</p> <ul style="list-style-type: none"> . public or private . outpatient . hospital . surgery . mental health 			

PART C - PANEL MEMBERS' SUGGESTIONS AS TO COMMUNITY DEVELOPMENT ACTIONS, CONSEQUENCES, AND INDICATORS OF COMMUNITY CONDITIONS BEFORE AND AFTER SUCH ACTIONS

AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="checkbox"/> Likely <input type="checkbox"/> As Likely as Not <input type="checkbox"/> Unlikely	<u>Desirability</u> <input checked="" type="checkbox"/> Desirable <input type="checkbox"/> Unimportant <input type="checkbox"/> Undesirable <input checked="" type="checkbox"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Moderately Useful <input type="checkbox"/> Of Little or No Use <input checked="" type="checkbox"/> Disagreement	
Publicly financed Family Planning Centers to distribute information and treatment, and genetic information and counseling services providing mass genetic screening of couples prior to marriage and/or Prenatal care to all mothers in and out of wedlock, and financial assistance to needy families for the nutrition of children	<ul style="list-style-type: none"> • promote better spacing of children • reduce unwanted children, child abuse, death, and brain damage • prevent excess multiparity • reduce incidence of prematurity • reduce incidence of genetically transmitted birth defects • reduce incidence of mental retardation brought about by premature birth • reduce effects of prenatal malnutrition, which may hinder subsequent mental development 	<ul style="list-style-type: none"> ● ○ ○ ○ ○ ○ ○ 	<ul style="list-style-type: none"> ● ● ● ● ● ● ● 	<ul style="list-style-type: none"> - infant mortality rates - number of "bleeders" disease and other genetic-transmitted diseases - number of birth defects - incidence rates of brain-damaged births - number of diseased births - rate of child abandonment - rate of premature births - incidence of malnutrition in pregnant women, and in general population 	<ul style="list-style-type: none"> ● ● ● ● ○ ○ ○ ○ 	
Community Services or Health Centers, as either hospital controlled "satellites" or a citizens' corporation, for preventive (as opposed to emergency) care to inner city children with parents on welfare or below poverty line; day-care centers in poverty areas, with community control and allied to neighborhood health service facilities	<ul style="list-style-type: none"> • reduce reversible disabilities • eliminate nutritional deficiencies • enhance learning and behavioral potential • reduce intellectual deprivation of children • assist children with family problems • reduce delinquency through pre-delinquent remedial intervention 	<ul style="list-style-type: none"> ○ ○ ○ ○ ○ ○ 	<ul style="list-style-type: none"> ● ● ● ● ● ● 	<ul style="list-style-type: none"> - incidence of nutritional-linked diseases - number and percent of slow learners, i.e., those held back more than once - incidence of retardation due to nutritional defects - number of cases of delinquency - number of hospital "emergency room" repeaters, i.e., families who utilize emergency rooms for normal medical services - school grade performance 	<ul style="list-style-type: none"> ● ● ● ● ○ ○ ○ 	

PART C - (Continued)

AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="checkbox"/> Likely <input type="checkbox"/> As Likely as Not <input type="checkbox"/> Unlikely	<u>Desirability</u> <input checked="" type="checkbox"/> Desirable <input type="checkbox"/> Unimportant <input type="checkbox"/> Undesirable <input checked="" type="checkbox"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Moderately Useful <input type="checkbox"/> Of Little or No Use <input checked="" type="checkbox"/> Disagreement	
More foster homes for displaced children and reduced child institutionalization through counseling services and financial assistance to families willing to take on the burden of rearing problem children	<ul style="list-style-type: none"> • improve the ability of displaced children to obtain an environment conducive to social rather than delinquent or alienated behavior 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> - incidence of criminal charges among institutional children - number of children who go from state wards to reformatory to prison - long-term studies comparing behavior of those children reared in good foster homes vs those reared in institutions - number of foster children relative to institutionalized children 	<ul style="list-style-type: none"> ● ● ● X 	
Mental health services within and/or administered in conjunction with inner city neighborhoods to which youngsters exhibiting pre-delinquent behavior can be referred for early treatment	<ul style="list-style-type: none"> • improve pre-delinquent remedial intervention • facilitate juvenile court referrals 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● ○ 	<ul style="list-style-type: none"> - incidence of repeaters to juvenile courts - incidence of crimes or arrests of children between 8-15 - delinquency rate 	<ul style="list-style-type: none"> ● ● ● 	

AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ○ <i>As Likely as Not</i> ○ <i>Unlikely</i>	<u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Services for adults suffering from mild forms of mental retardation, such as half-way houses, employment services, counseling in the area of sex education	<ul style="list-style-type: none"> • enhance self-reliance capabilities of persons with mild forms of retardation • enhance the ability of persons with mild forms of mental retardation to obtain jobs for which they are shown to be well suited by temperament • reduce unwanted pregnancies • enhance life adjustment 	○ ● ○ ● ● ● ○ ●	● ● ● ● ● ● ● ●	<ul style="list-style-type: none"> - number of jobs for which mild-mental retardates are suited - pregnancy and birth rates among mild retardates - mild retardates in industrial employment - number of cases of socially disruptive behavior 	● ● ● ● ● ● ● ●	

AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • <i>Services and Functions</i> ✓ <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ○ <i>As Likely as Not</i> ○ <i>Unlikely</i>	<u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Recruitment programs in high schools to expose young men to opportunities in the field of health; increased training of "sub-professional" staff	<ul style="list-style-type: none"> • enhance the productivity of hard-to-train skilled physicians through use of professional, technical, and administrative assistants • reduce the shortage of doctors, dentists, and professional staff • enhance the ability of the community to contribute to future requirements for health personnel 	● ● ○ ● ○ ●	● ● ● ● ● ●	<ul style="list-style-type: none"> - number of doctors, dentists, per 1,000 population - rate of entry into medical schools of high school graduates, pre-medical interest - size medical school enrollment and numbers existing in various categories - size and type of medical personnel entering and leaving community vs needs - ratio of labor costs to facility costs of medical treatment in public and private medical centers - length of waiting for medical attention from time of application to time of treatment 	● ● ● ● ● ● ● ● ○ ● ○ ●	
Updating and evaluation of skills of physicians in private practice through education and relicensing	<ul style="list-style-type: none"> • improve competence of front-line physicians 	● ●	● ●	<ul style="list-style-type: none"> - incidence of complaints to hospital, administration, or medical boards and societies by younger M.D.s of incompetency in older doctors - number of years since degree conferred - number of years since state medical exam passed 	○ ● ○ ● ○ ●	

AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use x Disagreement	
Group practice and other professional associations outside the hospital; better contact services between front-line health services (physicians, nurses, etc.) and hospitals	• reduce professional isolation • increase public awareness and access to services without penalizing the link between these and major hospitals • enhance the effectiveness of physicians working in the neighborhood	● ● ○	● ● ●	- number of alternative services, specialists, available in same building with number and location of such buildings - incidence of specialists' usage of emergency rooms of hospitals located in low-income areas - mortality rates in the neighborhood - incidence of acute diseases, such as coronary thrombosis - rate of loss of GPs from practice	● ● ● ● ● X
Training to provide more health officers, and integration of health officers with other aspects of town management in small communities	• reduce shortage of health officers with proper experience for this job • reduce difficulties resulting from condemnation, through use of health officers and better coordination between enforcement of sanitation programs and remedial action programs in the community • remove the position of health officer from the status of a political plum	○ ● ○	● ● ●	- increase in recruitment of health officers - health officers per capita	● X

AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use x Disagreement	
Decentralization and greater neighborhood coordination or control of outpatient health services, with closer links to social welfare, education, employment, housing services, at neighborhood level, particularly in poor inner city areas; training or proper use of part-time services to overcome deficiencies in health workers, social workers, pediatricians, internists, etc. in those neighborhoods	• enhance responsiveness of health services, especially to most needy • provide comprehensive preventive care to lower income urban population, especially children of families who are on welfare or are below the poverty line and who presently receive only emergency care from hospital emergency rooms and out-patient clinics • overcome inconveniences, ignorance, or built-in fear and suspicion which keeps users away from health services in all but emergency or highly advanced cases	● ● ○	● ● ●	- incidence of emergency room entry of low-income persons (as evidence of non-preventive medicine, excluding accidents) - number and percent of various income and racial groups using hospitals - health and educational record of children who receive comprehensive preventive care - number of complaints against health services, agencies or officials	● ● ● ● ●

AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
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Joint meetings and comprehensive regional planning (involving the community, hospital boards and staff, private physicians and universities, district nurses, welfare organizations, school officers and law enforcement agencies) to develop a more integrated approach towards administering the health care system	<ul style="list-style-type: none"> enhance continuity of health service to the individual (e.g., prevention, treatment, follow-up) give individuals or groups access to a responsible body to whom they can appeal and with whom they can discuss ways to obtain better health service reduce community health program costs increase university assistance improve coordination between hospitals and other public and private health services in the community, schools, physicians, nurses enhance access to health services through a better distribution in the location of health services in the community make health services equally available to various income groups 		<ul style="list-style-type: none"> ○ ○ ○ ○ ○ ○ ○ 	<ul style="list-style-type: none"> ● ● ● ● ● ● ● 	<ul style="list-style-type: none"> - number of service outlets per capita - number of agencies which individual deals with for health care and health related problems - number of university medical personnel on hospital staffs and administration - number of service outlets per square mile of area in the community 	<ul style="list-style-type: none"> ● X X X

AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
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Discussion groups and the use of public media on available health programs, desired health practices, effects of drug addiction, etc.	<ul style="list-style-type: none"> improve parents' knowledge and ability to understand and assist particularly in drug addiction problems increase awareness of services available improve contact services between front-line health services (physicians, nurses, etc.) and hospitals 		<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> - number of parental drug addict referrals to hospitals, police, etc. - number of doctors with which health services or hospitals have contact relative to the number of doctors in the area - per unit usage of services in given areas - incidence of deaths from drugs 	<ul style="list-style-type: none"> ● ● ○ X
Insurance coverage which includes mental illness	<ul style="list-style-type: none"> enhance institutional concern for the correction of mental illness increase number of cases of mental illness which are properly treated 		<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> - incidence of mental health treatment - incidence of institutional turnover of patients, i.e., average length of stay, and number of "cure" releases 	<ul style="list-style-type: none"> ● ●
Outpatient insurance	<ul style="list-style-type: none"> reduce shortage of hospital beds reduce costs 		<ul style="list-style-type: none"> ● ○ 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> - number of available beds per capita - number of percent of hospital beds used for illnesses that can be treated on an outpatient basis - costs of outpatient insurance coverage 	<ul style="list-style-type: none"> ● ● ○

AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Universal Health Insurance providing coverage for low income groups	• provide opportunity for those needing service to obtain it • compensate for uneven use or coverage of voluntary and commercial health plans	○	○	- usage rates of various "benefits" on private plans - number of complaints and law suits for "inadequate" care - incidence of law suits against health insurance companies and incidence of awards	○ ○ ○
Private health insurance plans providing freedom of the form in which health care is provided, particularly with regard to outpatient health care	• reduce need for government insurance • enhance ability to provide ambulatory health care • improve ability of doctors, hospitals, and individuals to develop preventive rather than remedial health care habits • improve ability to provide treatment suited to the case rather than dependent on the nature of insurance coverage • increase private insurance costs putting it out of reach of those who most need it	● ● ● ●	● ● ● X X	- incidence of claims against health insurance - number of complaints by professionals about inadequate coverage - incidence of various types of insurance coverage in the population (for example, number covered for hospital, number covered for surgery, etc.)	● ● X

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AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Group Practice community health centers and financial and professional incentives for Group Medical Practice	• improve the ability to combine diagnostic and prescriptive care • improve the ability to treat illnesses in their early stages • improve the accessibility to specialized physician services for various groups • lower costs of health care • reduce the number of people requiring intensive hospital care	● ● ● ● ○	● ● ● ● ●	- incidence of intensive care vs outpatient care - number of alternative specialists in a given geographical boundary: building, five-block area, etc. - consumer satisfaction surveys	● ● ●
Regular consultations between employers in the state, unions, insurance companies, and health service administrators, to evolve guidelines for insurance coverage	- increase concern among those who structure health insurance programs about ways to identify health problems at an early stage - less emphasis on glamorous aspects of health care	○ ○	● X		

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AREA: HEALTH

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Total control and elimination of toxic or potentially toxic materials from the community environment	• reduce permanent brain damage caused by ingestion of toxic materials by children	●	●		- incidence of brain damage due to lead ingestion - sales of lead-based paint in low-income areas - incidence of remedial students - incidence of brain damage in 2-12 year olds in various low-income and other areas	● ○ ○ X

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: access to safe public and private indoor and outdoor activities throughout the year,	for individuals and groups in the community,	to satisfy physical and mental needs
OBJECTIVES To provide for: for: to enhance:		
LOCAL COMMUNITY OR NEIGHBORHOOD ACTIVITIES <ul style="list-style-type: none"> . play and exercise . wading, sunning, and swimming . tennis, golf, skating . walking, cycling, and outdoor relaxation . basketball, football, baseball, hockey, etc. . arts, crafts, home or local improvement activities and many hobbies . social functions . local fairs and public gatherings LARGE-SCALE PARTICIPANT ACTIVITIES <ul style="list-style-type: none"> . swimming, sunning, and picnicking . sport fishing and boating . hunting . camping and hiking . winter sports . large-scale festivals and fairs ACCESS TO LARGE-SCALE SPECTATOR SPORTS (ARENA AND STADIUM ACTIVITIES) VACATIONING <ul style="list-style-type: none"> . lodging . transportation 	VARIOUS AGE GROUPS <ul style="list-style-type: none"> . young children and toddlers . youth and adolescents . adults . elderly . mixed age groups VARIOUS INCOME GROUPS <ul style="list-style-type: none"> . below average . average or moderate . above average . mixed economic groups VARIOUS RACIAL GROUPS <ul style="list-style-type: none"> . whites . blacks . latins . others INDIVIDUALS LIVING IN DIFFERENT AREAS <ul style="list-style-type: none"> . inner-city, peripheral, or rural areas . with or without transportation INDIVIDUALS OR GROUPS WITH SPECIAL NEEDS <ul style="list-style-type: none"> . physically handicapped or injured . mentally handicapped or deficient . individuals with low self-starting ability . individuals with high competitive ability . elderly . those not working, working on weekends, etc. 	PHYSICAL AND MENTAL WELL-BEING <ul style="list-style-type: none"> . physical fitness and coordination . mental well-being and satisfaction . social awareness and ability to interact with others INTEGRATION OF PEOPLES' LIVES, SOCIAL INTERACTION, AND UNDERSTANDING <ul style="list-style-type: none"> . relaxation from work, education, and stress in the home . meeting, enjoying, and combining various acquaintances . using one's talents for oneself or for family and friends rather than for cash . strengthened interaction between parents, children, various sectors of community INCREASED PRIDE AND CITIZEN SPIRIT IN THE COMMUNITY <ul style="list-style-type: none"> . common experiences . shared values and beliefs REDUCTION IN ANTISOCIAL OR WASTEFUL BEHAVIOR <ul style="list-style-type: none"> . vagrancy, milling around, etc. . alienated behavior . delinquency, drug use, crime, vandalism, accidents, etc. ENJOYMENT OF LEISURE TIME <ul style="list-style-type: none"> . interests, motivation, and skills for use of free time

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RECREATION

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
NEIGHBORHOOD FACILITIES (INDOOR AND OUTDOOR) <ul style="list-style-type: none"> . child centers . wading and swimming . pocket parks . tennis courts, local fields . subdivision facilities (pedestrian and bicycle paths, playgrounds, protected outdoor spaces) COMMUNITY FACILITIES (SCHOOL, PUBLIC, PRIVATE, OR COMMERCIAL) <ul style="list-style-type: none"> . community centers . greens, public spaces . multi-purpose or combined indoor facilities . playing fields, tennis courts, golf ranges, etc. MAJOR INDOOR FACILITIES <ul style="list-style-type: none"> . hockey rinks . arenas, stadiums . colosseums MAJOR OUTDOOR FACILITIES <ul style="list-style-type: none"> . inland parks, forests, etc. . seashore areas . nature, wildlife trails . biking trails . bird sanctuaries . fishing and hunting areas . swimming . boating . campsites . natural features and landmarks 	PROGRAM ADMINISTRATION <ul style="list-style-type: none"> . coordinators . information PROGRAM SUPERVISION EDUCATIONAL AND TRAINING <ul style="list-style-type: none"> . coaches . instructors . guidance MAINTENANCE STAFF AND EQUIPMENT <ul style="list-style-type: none"> . care of grounds . care of buildings and facilities . care and supply of sporting equipment VOLUNTEERS <ul style="list-style-type: none"> . coordination . instruction and supervision 	AREA OR REGIONAL DEVELOPMENT <ul style="list-style-type: none"> . shared facilities . cost sharing LAND USE, PRESERVATION, AND ACQUISITION <ul style="list-style-type: none"> . preservation of recreational assets . coordinated planning of sites . rehabilitation and improvement of dense urban areas . location (walking or driving distance) . cooperation with developers PROGRAM COORDINATION <ul style="list-style-type: none"> . scheduling of various activities in the community . designing and scheduling the use of buildings and facilities so that they may be used for more than one purpose, or by several different groups . facilities sharing with private companies, universities, etc. . integration of school and community programs . use of streets . use year-round, in evenings, etc. 	ZONING AND LAND USE SUBDIVISION DEVELOPMENT ACQUISITION AND CONDEMNATION TAX INCENTIVES <ul style="list-style-type: none"> . developers . operators USER CONTROLS <ul style="list-style-type: none"> . user fees . memberships . town stickers USE OF FACILITIES <ul style="list-style-type: none"> . litter and waste . wildlife preservation . accident prevention . vandalism LICENSING AND INSPECTION <ul style="list-style-type: none"> . hunting . fishing . boating . flying

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AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Major inland areas close to population centers for participation and spectator water sports such as swimming, boating and sunning	<ul style="list-style-type: none"> • reduce trip time from population centers to participant and spectator activities and thereby allow for recreation after school and after work • allow participation on weekends without being subject to heavy traffic 	● ● ● ●	●	●	<ul style="list-style-type: none"> - attendance records at various facilities on weekdays vs weekends - average trip time and duration of visits by attendees at various facilities - traffic density at various locations - income of attendees 	● ● ○ x
Transportation assistance, subsidies, or passes for low-income families who cannot use existing recreational areas for lack of personal transportation, or who cannot afford entry fees	<ul style="list-style-type: none"> • improve access and ability to participate for low income families 	●	●	●	<ul style="list-style-type: none"> - attendance (by number or percent) of such families - percent utilization of existing transportation by such families - average distances from recreation sites to low income families - number of car registrations in low income areas - income and travel characteristic of users 	● ● ● ○ x

AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Facilities such as community centers, tennis courts, playgrounds, wading and swimming pools for inner city residents and those in low income rental housing developments, within walking distance	<ul style="list-style-type: none"> • provide both outdoor and indoor recreational opportunities for inner city residents and those in low-income rental housing within walking distance • give inner city neighborhoods the ability to program their own recreational activities • reserve needed parcels of peripheral land before it is all developed 	● ● ● ● ● ●	●	●	<ul style="list-style-type: none"> - attendance - number and types of programs - facilities available per capita and by distance from households - number of requests, complaints, etc. by inner city residents for additional recreational facilities - number of inner city residents who utilize out-of-area facilities - public grass acreage and playgrounds per capita in various areas of city - crime rates - dollar value of inner city facilities per capita - number of trees in area 	● ● ● ● ● ● ○ ○ ○

AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely <u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Enlarged sports and recreation programs in schools including winter activities such as skiing, skating, hiking	• enhance social interaction • improve psychological adjustment for adulthood	<input checked="" type="radio"/> <input checked="" type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/>		
Reduction in competitive activities such as Little League	• reduce competitive pressure placed on youngsters • reduce competition within the community	<input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> X	- ratio of those involved in competitive vs non-competitive sports - number of "mental breakdown" referrals by school counselors or school psychologists - number and percent of class failures in school	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely <u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Expansion of the length of the season for indoor and outdoor activities for all age groups, such as all-year swimming programs in schools, including meets between clubs and groups; equipment and facilities for evening and nighttime use	• increase interest in activities • improve the ability to swim and enhance personal confidence • improve health • increase variety in physical education activities • encourage use of facilities by the whole community at times when they have most leisure	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>		
Use of streets for special recreation activities such as bicycle riding, street bazaars	• increase recreational opportunities and strengthen community spirit	<input checked="" type="radio"/>	<input checked="" type="radio"/>	- attendance at community events, parades, fairs, high school football games - bicycle registrations or licenses - individual or group request for use of public facilities and open areas	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ● <i>As Likely as Not</i> ○ <i>Unlikely</i>	<u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Centers and meeting places for the aged and youth (particularly the aged)	<ul style="list-style-type: none"> • increase the happiness of the elderly • reduce isolation of the elderly • reduce the burden the elderly are to themselves, institutions, and their families 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> - use rate of convalescent hospitals and rest homes and age at entry - square footage of institutional facilities per person for those over 55 - average length of stay of elderly in various institutions - mortality rates of persons 55 and over 	<ul style="list-style-type: none"> ● ● ● ●
Traditional or modern arts and crafts program for all ages	<ul style="list-style-type: none"> • develop hobbies involving youngsters physically and mentally in their leisure time • develop skills such as woodworking, art, metals, ceramics, and plastics • develop pre-technical competence in such areas as still and movie photography, TV skills 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> - interest ratings by youth in avocations - number and types of activities that are available - number of craft clubs, art clubs, etc. - number and frequency of youth art fairs - attendance rate at local and regional art galleries - number of mentally disturbed enlisted in craft classes and clubs - enrollment in the Society for Connecticut Craftsmen - sales and rentals of photographic equipment and supplies to various age groups 	<ul style="list-style-type: none"> ● ● ● ● ● ● ● ●

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AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ● <i>As Likely as Not</i> ○ <i>Unlikely</i>	<u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Large-scale and small-scale neighborhood and community programs and participant activities such as block parties, church suppers, parades, dances, cultural arts, fairs, hobby and crafts bazaars, drama groups, band and orchestras, and the formation of recreation clubs for skiing on small slopes, outings and swimming, etc. for adults and children	<ul style="list-style-type: none"> • strengthen interpersonal relations • improve community spirit and pride • provide additional leisure opportunities • maintain social and cultural structures • improve the community cultural level • provide healthy meeting places for youth • preserve family life • expose youth to avocations they are not aware of 	<ul style="list-style-type: none"> ● ● ● ○ ○ ○ ○ ○ 	<ul style="list-style-type: none"> ● ● ● ○ ○ ○ ○ ○ 	<ul style="list-style-type: none"> ● ● ● ○ ○ ○ ○ ○ 	<ul style="list-style-type: none"> - attendance at large and small scale neighborhood and community affairs (block parties, church suppers, parades, dances, cultural arts, fairs, hobby and craft bazaars, drama groups, recreation clubs, etc.) - number and rates of family service agency problems and referrals - incidence of vandalism in neighborhoods 	<ul style="list-style-type: none"> ● ○ x
More self-help organizations in the community such as a "Community Talent Bank" for entertainment or manpower groups for the construction of needed facilities	<ul style="list-style-type: none"> • provide additional facilities at reduced financial cost • strengthen community spirit 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> - number registering for self-help activities (e.g., in fairs) - number of professional volunteers for construction or entertainment - number of facilities closed due to lack of maintenance funds - number of community events and entertainments, as evidenced by listing in newspapers, etc. 	<ul style="list-style-type: none"> ● ● ○ ○

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AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="checkbox"/> Likely <input checked="" type="checkbox"/> As Likely as Not <input type="checkbox"/> Unlikely <u>Desirability</u> <input checked="" type="checkbox"/> Desirable <input type="checkbox"/> Unimportant <input type="checkbox"/> Undesirable <input checked="" type="checkbox"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Moderately Useful <input type="checkbox"/> Of Little or No Use <input checked="" type="checkbox"/> Disagreement	
Individualized recreation programs for residents with low self-starting capability	. make recreation more satisfying to individual and personal needs	●	●	- number of persons engaged in their own recreation programs	●

AREA: RECREATION

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<u>In the Following Category:</u> <input type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input checked="" type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="checkbox"/> Likely <input checked="" type="checkbox"/> As Likely as Not <input type="checkbox"/> Unlikely <u>Desirability</u> <input checked="" type="checkbox"/> Desirable <input type="checkbox"/> Unimportant <input type="checkbox"/> Undesirable <input checked="" type="checkbox"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Moderately Useful <input type="checkbox"/> Of Little or No Use <input checked="" type="checkbox"/> Disagreement	
Land acquisition for larger parks and playgrounds and "pocket parks" inside inner cities and near central areas	. improve opportunities to enjoy such facilities within walking distance . preserve needed parcels of peripheral land before it is all developed	●	●		
Area or regional development of spectator and participant sports such as football, baseball, outdoor tennis, basketball, golf chipping, putting and driving ranges, 18-hole golf courses, park areas, etc.	. improve community pride and responsibility by providing activities in which the whole community can share an interest . occupy leisure time . reduce crime and vandalism . reduce requirements for mental health recovery	○	●	- attendance at and use rates of various athletic activities and facilities - sales of "home team" paraphernalia (e.g., team shirts) - incidence of vandalism - per capita expenditure on mental health - television rating in time compared to time involved in participant or spectator sports - incidence of crime by type - attendance to regional sporting events	●

AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
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Designation of schools as neighborhood or community multi-purpose centers for such activities as recreation, education and health; or use of a separate non-school oriented multi-purpose facility where various different types of recreational activities can be held for all ages	• increased integration of experiences for individuals (e.g., recreation, health, education) • provide a common setting for activities of all age groups • strengthen interpersonal and community bonds • minimize costs of a varied program through common use of facilities for various purposes	● ● ● ● ● ● ● ●	● ● ● ● ● ● ● ●		- maintenance and supervision costs vs use - usage hours/per capita of various facilities - number of various facilities and activities - number and percent of hours school facilities are used - average cost per facility (total cost and per capita) - number of spectators of different age groups - number of meets involving different age groups	● ● ● ● ● ● ● ● ● ●
Agreements among towns to share facilities such as indoor ice skating rinks	• reduce costs • broaden recreational opportunities • prevent need for additional expenditures	● ● ● ● ● ● ● ● ● ●	● ● ● ● ● ● ● ● ● ●		- cost per facility per capita - number of facilities per thousand population	● ● ● ● ● ● ● ● ● ●

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AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Coordinated planning involving private and public groups and agencies; and/or a recreation director to improve the organization and coordination of community-wide activities	• eliminate duplication of efforts and facilities • eliminate cross-purpose scheduling • improve publicity and reduce public confusion and ignorance	● ● ● ● ● ● ● ● ● ●	● ● ● ● ● ● ● ● ● ●		- number of "same day" events by different agencies - number of media announcements of community events, radio, paper - number of recreation agencies or directors of facilities - number of calls to media for information regarding community events, and index of both confusion and interest - number of duplicate and conflicting zoning regulations - acres (and percent) of open space	● ● ● ● ● ● ● ● ● ● X X
Contract arrangements with private companies to use grounds and facilities in off hours	• broaden availability fo recreational resources	● ● ● ● ● ● ● ● ● ●	● ● ● ● ● ● ● ● ● ●		- number of hours of private use vs hours granted to public - number of inner-city or school group trips to such facilities	● ● ● ● ● ● ● ● ● ●

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AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement	
User charge on recreational facilities, including differential fees	<ul style="list-style-type: none"> • broaden recreation options and resources • stimulate commercial or private recreational activities • provide more effective use of tax dollars for recreation • reduce overcrowding • finance luxury facilities • separate facility use by purpose • guide investment decisions • discourage use of facilities by residents from other towns (reduce overcrowding) 	● ○ ○ ○ ○ ○ ○ ○ ○ ○	● ● ● X X X X X	<ul style="list-style-type: none"> - net cost per user of various facilities - attendance at various facilities - number of new commercial recreation facilities (e.g., mini golf, swim-pools) vs time - dollar value of recreation facilities per capita - attendance at fee-involved facilities (e.g., YMCA pools, beach parking, beach passes for coast towns) 	● ● ● ● ●	
Zoning and land use patterns which place greater emphasis on recreation and less on adding to the tax base	<ul style="list-style-type: none"> • provide more land for recreation in readily accessible locations • insure lasting desirability of central areas 	● ●	● ●	<ul style="list-style-type: none"> - trends in acreage and activities available by subarea - population trends by income groups for central areas - acreage per population in inner-city and other areas - average distance of facility to area's residents - new business and residential starts in central area - land acquisition costs in various areas per capita 	● ● ● ● ● ● ● ●	

AREA: RECREATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement	
Experimentation with easements, zoning and development regulations and/or cost-sharing with developers to allow more rapid, flexible, and imaginative land acquisition; and require provisions for recreation services in subdivisions and apartments	<ul style="list-style-type: none"> • reduce the tendency to acquire only peripheral land • reduce delays and resistance to acquisition programs • strengthen interpersonal contacts with locally accessible recreation • reduce acquisition costs 	● ○ ○ ○ ○	X X X X	<ul style="list-style-type: none"> - cost of land so acquired--compared with land acquired in traditional fashion - acreage for recreation per acreage of development - acquisition cost per capita - average time from developers request for land to actual usage 	● ● ○ ○	

APPENDIX 5
SOCIAL SERVICES

SOCIAL SERVICES

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: special assistance, protection, and due representation,	to all individuals or groups with special needs, particularly those whose opportunities are limited by multiple and often self-perpetuating disadvantages,	to equalize social opportunities, enhance personal self-sufficiency, and increase the ability of the community to provide for itself
OBJECTIVES To provide for adequate:		
<p>HEALTH MAINTENANCE AND HOME LIFE</p> <ul style="list-style-type: none"> . prenatal, infant, and child care . nutritional assistance . nursing and convalescent care . guidance and counseling . child supervision . emergency care . physical or mental rehabilitation <p>EMPLOYMENT ASSISTANCE</p> <ul style="list-style-type: none"> . employment services . job training . economic assistance and unemployment compensation . relocation assistance . elimination of discriminatory practices <p>HOUSING ASSISTANCE</p> <ul style="list-style-type: none"> . relocation and referral . maintenance and upkeep . financial assistance . discriminatory practices <p>PERSONAL PROTECTION</p> <ul style="list-style-type: none"> . rights of consumer, citizen, employee . legal assistance . protection of minors (from fraud or parental maltreatment) <p>CITIZEN REPRESENTATION</p> <ul style="list-style-type: none"> . communication with candidates and officials . advocacy or voice at local level . voice on agency boards . representation in political parties and in elections 	<p>for those who are:</p> <p>PHYSICALLY OR MENTALLY HANDICAPPED</p> <ul style="list-style-type: none"> . blind . deaf or mute . disabled . addicted . mentally disturbed or retarded . in generally poor health <p>SOCIALLY DISADVANTAGED</p> <ul style="list-style-type: none"> . social minorities . migratory or newly arriving families <p>FAMILY DISADVANTAGED</p> <ul style="list-style-type: none"> . children from disadvantaged families . children from separated families . malnourished infants, abused, unwanted children . youth runaways; young delinquents . elderly with restricted incomes and no family . troubled marriages <p>ECONOMICALLY DISADVANTAGED</p> <ul style="list-style-type: none"> . unemployed . unable to maintain steady employment . poor or on restricted income (welfare, pensions, social security, etc.) . with large debts and little income <p>POORLY HOUSED</p> <ul style="list-style-type: none"> . in physically deteriorated homes . in socially unstable neighborhoods . in generally isolated areas or neighborhoods <p>INDIVIDUALS OR FAMILIES WITH MULTIPLE PROBLEMS INCLUDING MANY OF THE ABOVE</p>	<p>to enhance:</p> <p>PERSONAL SELF-SUFFICIENCY</p> <ul style="list-style-type: none"> . economic independence . social esteem . physical ability to take care of one's needs <p>SOCIAL OPPORTUNITIES</p> <ul style="list-style-type: none"> . employment . housing . education <p>RESPONSIVENESS OF SERVICE TO ALL</p> <ul style="list-style-type: none"> . ability of individuals being served to help determine and provide for their own needs . ability of the community to pay for services to its citizens . ability of the community to follow through on general objectives or needed changes (benefitting all) without penalizing special groups

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PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES SOCIAL SERVICES (Continued)

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: special assistance, protection, and due representation.	to all individuals or groups with special needs, particularly those whose opportunities are limited by multiple and often self-perpetuating disadvantages,	to equalize social opportunities, enhance personal self-sufficiency, and increase the ability of the community to provide for itself
OBJECTIVES (Continued)		
<p>COMMUNITY AWARENESS</p> <ul style="list-style-type: none"> . services in the community . government practices and policies . products, private business practices . attitudes about people and life <p>TRANSPORTATION ASSISTANCE</p> <ul style="list-style-type: none"> . for work . for shopping . for recreation . for cultural educational purposes 	<p>OTHER SPECIAL GROUPS</p> <ul style="list-style-type: none"> . veterans . affluent but undisciplined children . others 	

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SOCIAL SERVICES

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>PROGRAMS</p> <ul style="list-style-type: none"> counseling (child, youth, family, psychiatric, drugs, consumer, home management, legal assistance, etc.) training (job service and home skills, attitudes, etc.) care (pediatric and prenatal; nursing, youth, drug or alcohol rehabilitation, nursing and convalescent care, emergency care, etc.) referral and information (housing, jobs, etc.) <p>FACILITIES</p> <ul style="list-style-type: none"> store-front or neighborhood centers halfway houses health centers convalescent or custodial transportation communication lines (telephone, media) use of existing facilities (schools, municipal buildings, radio stations, etc.) for the above purposes <p>FINANCIAL ASSISTANCE</p> <ul style="list-style-type: none"> general purpose (welfare, unemployment, guaranteed income) special purpose (housing, medical, food, transportation) grants and loans to local organizations and institutions 	<p>SERVICE AGENCIES (PUBLIC AND PRIVATE, STATE AND LOCAL)</p> <ul style="list-style-type: none"> self-help referral coordinating medical legal teaching and counseling volunteers (professional and non-professional) <p>COMMUNITY REPRESENTATION</p> <ul style="list-style-type: none"> grievance officer, city ombudsman neighborhood advocates political representatives 	<p>SUBSIDIES</p> <ul style="list-style-type: none"> general purpose vs specific purpose relationship between various special purpose subsidies (e.g. subsidized housing for low income people in areas which will later require subsidized transportation because there are no nearby jobs) <p>VARIOUS SERVICES AND FUNCTIONS WITHIN THE NEIGHBORHOOD</p> <ul style="list-style-type: none"> various agencies dealing with the same problem (e.g. welfare, job training, and employment services, in coping with unemployment) various agencies serving the same individual or family but each only interested in part of the problem (as in problems with runaway youth) state, regional, and local public and private 	<p>CONSUMER PROTECTION</p> <ul style="list-style-type: none"> business practices harmful products consumer rights individual credit liability <p>THE LAW</p> <ul style="list-style-type: none"> individual rights court procedures sentencing options rehabilitation systems <p>STATE WELFARE</p> <ul style="list-style-type: none"> eligibility benefits <p>STATE UNEMPLOYMENT</p> <ul style="list-style-type: none"> eligibility benefits <p>HOUSING AND CIVIL RIGHTS</p> <p>GOVERNMENT ADMINISTRATION</p> <ul style="list-style-type: none"> complaints representation (of neighborhood people of the community) within state and local agencies

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PART C - PANEL MEMBERS' SUGGESTIONS AS TO COMMUNITY DEVELOPMENT ACTIONS, CONSEQUENCES, AND INDICATORS OF COMMUNITY CONDITIONS BEFORE AND AFTER SUCH ACTIONS

AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> ✓ Services and Functions Staffing and Operations Planning and Coordination Laws, Regulations and Codes 	<p><u>Likelihood</u></p> <ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<p><u>Desirability</u></p> <ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<p><u>Utility in Measuring Potential Consequences</u></p> <ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Community awareness programs, and social, political, and community development training (not just counseling) for neighborhood people</p>	<ul style="list-style-type: none"> improve the ability of neighborhood people to: develop strategies for implementing models and plans coordinate action and follow-through maintain and renew group vision and spirit provide for effective and constructive ways to exert initiative at neighborhood level build models of desired future structures and institutions 	<ul style="list-style-type: none"> ● ● ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ● ● ● 	<ul style="list-style-type: none"> - number of agencies serving the community from a decentralized basis - time between planning and implementation of various programs - number of residents on boards and commissions determining future of neighborhood - number and percent of community involved in political activity (registration, voting, canvassing, volunteering, seeking election) 	<ul style="list-style-type: none"> ● ● ● ● 	
<p>Neighborhood advocates</p>	<ul style="list-style-type: none"> provide a voice and mechanism for change for neighborhood people provide a channel for relieving frustrations of neighborhood people through legal means create better understanding of local governmental structure and the political process improve ability of neighborhood people to effect institutional change 	<ul style="list-style-type: none"> ● ○ ○ ○ 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> - percent of community participating in community affairs, debates, meetings, etc. - number of complaints and requests for changes in local government structure - number of minority group organizations - number of requests for legal assistance by neighborhood groups - voter participation 	<ul style="list-style-type: none"> ● ● ● ● ● 	

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AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<p><u>Likelihood</u></p> <ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely 	<p><u>Desirability</u></p> <ul style="list-style-type: none"> ● Desirable ● Unimportant ○ Undesirable x Disagreement 			<p><u>Utility in Measuring Potential Consequences</u></p> <ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Public announcements and information by Consumer Protection Services of harmful products and practices</p>	<ul style="list-style-type: none"> • improve ability of citizens to make advantageous consumer choices • improve services to legislators, Public Commissions, etc. wishing to identify harmful products (e.g., certain detergents) and practices 		<p>○ ●</p> <p>○ ●</p>	<p>● ●</p> <p>● ●</p>	<ul style="list-style-type: none"> - number of complaints to Better Business Bureau or other agencies - time between public identification of potential harmful effects and government action taken - number of illnesses or accidents occurring due to harmful product - time delay in removing harmful products from the shelves 	<p>● ●</p> <p>● ●</p> <p>● ●</p> <p>● ●</p>
<p>A state grievance officer ("ombudsman") and/or a state Administrative Procedure Act with local provisions</p>	<ul style="list-style-type: none"> • improve local administrative practices • improve attitudes of local citizens about services • improve relations between state and local government officials • provide an investigative capability for grievances which does not exist at the state level • reduce costs for private legal fees for actions brought against local government 		<p>○ ●</p> <p>○ ●</p> <p>○ ●</p> <p>○ ●</p> <p>○ ●</p>	<p>● ●</p> <p>● ●</p> <p>● ●</p> <p>● ●</p> <p>● ●</p>	<ul style="list-style-type: none"> - number of private legal actions against government or its agencies - number of agencies which submit to some type of administrative procedure act - number of complaints regarding administrative procedures 	<p>● ●</p> <p>● ●</p> <p>● ●</p> <p>● ●</p>

AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<p><u>Likelihood</u></p> <ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely 	<p><u>Desirability</u></p> <ul style="list-style-type: none"> ● Desirable ● Unimportant ○ Undesirable x Disagreement 			<p><u>Utility in Measuring Potential Consequences</u></p> <ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Expansion of legal aid services to criminal cases in addition to civil cases</p>	<ul style="list-style-type: none"> • reduce injustices to low income and minority groups caused by lack of proper legal representation • provide adequate defense for indigents and minority groups • reduce the workload on the public defender and increase his efficiency • reduce bitterness and alienation of indigent and minority groups 		<p>● ●</p> <p>● ●</p> <p>● ●</p> <p>○ ●</p>	<p>● ●</p> <p>● ●</p> <p>● ●</p> <p>● ●</p>	<ul style="list-style-type: none"> - number of minority and low-income group members without counsel (or using public defender) at trial - number of guilty pleas by minority and low-income groups - number of cases and time spent on each by local public defender - amount of time spent by public defender on individual cases 	<p>● ●</p> <p>● ●</p> <p>● ●</p> <p>● ●</p>
<p>Psychiatric counseling for high school age children</p>	<ul style="list-style-type: none"> • reduce the number of young people requiring psychiatric care 		<p>○ ●</p>	<p>● ●</p>	<ul style="list-style-type: none"> - number of problem delinquents - number of delinquents requiring psychiatric care - number of students referred by schools to other mental health or correctional agencies serving the community - number of cases of child abuse or neglect - number of students with "repeater" problems in disciplinary action by schools - number of free psychiatric services available 	<p>● ●</p> <p>● ●</p> <p>● ●</p> <p>● ●</p> <p>X</p> <p>X</p>

AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ● <i>As Likely as Not</i> ○ <i>Unlikely</i> <u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Physical examination for all municipal employees with funds allocated for this purpose from departmental expenses or medical program expenses	<ul style="list-style-type: none"> • improve early detection and correction of illness in municipal employees • improve prevention of sudden illness with loss of key municipal personnel at critical stages • reduce anxiety in persons over 40 who worry about their physical condition but do not consult a physician 	● ○ ○	● ● ●	<ul style="list-style-type: none"> - number and percent of sick days by city workers - number of city employees who have had exam in last 1, 2, 3, 5 years - number and percent of disease- or illness-prone age groups in city employ, i.e., 40-60 - rate of sudden or serious illness (e.g., heart attacks) in city employees - costs and type of hospitalization charges paid out by insurers of municipal employees per capita 	● ● ● ● ●

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AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ● <i>As Likely as Not</i> ○ <i>Unlikely</i> <u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Employment counseling and training for employers	<ul style="list-style-type: none"> • change employers' attitudes toward the gifts and capabilities of the poor • make more jobs available to the poor • improve employers' knowledge of the problems of the poor 	○ ○ ○	● ● ●	<ul style="list-style-type: none"> - number and percent employment of minority members in various industries - number of complaints of unfair practices to human relations boards - number of businessmen supporting minority programs and legislation - number of employers sponsoring job training programs - percent of employers taking advantage of publicly funded training programs - migration rates for the state or region vs number of new jobs 	● ● ● ● ● X
A computerized public data bank to check out solutions to problems including regulations, etc.	<ul style="list-style-type: none"> • identify real sources of problems, solutions • eliminate blind alleys and unworkable programs • possibly assist local community and neighborhood groups by giving them access to the information they need to solve their own needs 	○ ○ ○			

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AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input checked="" type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input checked="" type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Regular annual budget for local political parties and provision for office space, research assistance, clerical support, career incentives to these parties	<ul style="list-style-type: none"> • improve recruitment of candidates for public office • improve organization for elections including transportation, communication and fund raising • improve communications with the public on issues • improve public policies • provide a more popular base for democratic government 	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<ul style="list-style-type: none"> - number and percent of various racial groups participating (by wards or districts) in party functions - number who appear at public hearings - number and percent of candidates of various racial backgrounds in elections and primaries as compared to population - number and percent of persons voting - number and percent registered but not voting 	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	

AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input type="checkbox"/> Services and Functions <input checked="" type="checkbox"/> Staffing and Operations <input checked="" type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input checked="" type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input checked="" type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
A single institution for the coordination of various social agencies	<ul style="list-style-type: none"> • provide effective service to families with multiple problems • eliminate duplication within social service programs and with other areas, such as Health and Medicare • detect and prevent self-perpetuating problem situations 	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<ul style="list-style-type: none"> - number and percent receiving welfare - number of families referred to more than three agencies for care - number of families being seen by more than one agency without some service to insure coordination - number of generations in families suffering from poverty or social problems - job turnover rates of recipients of social service agencies - number of minor criminal offenses - number of duplicated social programs 	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	

AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not • Unlikely <u>Desirability</u> • Desirable • Unimportant • Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful • Of Little or No Use x Disagreement	
Dispersion of low and moderate income housing through the community	• provide a decent standard of living for minority group and low income families • reduce the housing code violations	○	●	- average rental rates in sub-standard housing districts - number of residents in ghetto who have never lived outside it - number and percent of crimes occurring in low-income or minority neighborhoods - number of housing code violations	X X X ●
Conversion of public welfare programs to a minimum guaranteed subsistence level plus incentives for earnings for unemployed and disabled	• improve the well-being of poor families and their children	●	●	- number of referrals to family service agencies vs income of families - income of families in various neighborhoods - development of children under public welfare programs in terms of school achievement, life patterns as adults and percent of such persons who remain on welfare as adults - number and percent of malnourished families	● ● X X

AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not • Unlikely <u>Desirability</u> • Desirable • Unimportant • Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful • Of Little or No Use x Disagreement	
Decentralization of control of social services and their closer coordination with other programs such as health, education, employment and housing at the neighborhood level	• improve the responsiveness of social services to population needs • include people affected by services in the planning, operation, and evaluation of these services • allow the poor to make more effective use of the powers, abilities, and rights which they have	●	●	- number of services or offerings under-utilized by community - number of requests for new or un instituted services - number of welfare area residents represented on community boards and planning meetings - number of paraprofessionals employed in services - number of demonstrations and complaints by service agency personnel - number of residents using social services in poverty areas - number of marches, demonstrations, etc., by service recipients	● ● ● ● ● ● X X
Community or regional coordination of state agencies dealing with children and teenagers	• improve the ability of community workers to find a public body in the community that can or is willing to take action • provide the Juvenile Courts with a place to send youngsters for real care and treatment	●	●	- number of repeat cases of juvenile offenses after stay in treatment centers - number and type of juvenile cases - number of school children known to be neglected - attitude rating by young offenders of Juvenile Court	● ● X X

AREA: SOCIAL SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input checked="" type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
State and local institutions, regulations, and services for consumer protection, especially of those who probably soon will be acquiring legal rights and the right to make contracts through the reduction of voting age to 18 years or less	<ul style="list-style-type: none"> • reduce breach of contract suits (housing, cars, marriage, real estate, etc.) for young adults, especially those (under 21 years of age) who may soon acquire legal and voting rights • reduce bankruptcy actions by teenagers • reduce corrupt business practices 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> ● ● ● 		<ul style="list-style-type: none"> - number of breach of contract suits - number of complaints to Better Business Bureau - number of requests for legal aid regarding such suits - number and percent bankruptcy by various groups 	<ul style="list-style-type: none"> ● ● ● X

ECONOMIC DEVELOPMENT

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: conditions conducive both to economic production and distribution of goods and services, and to private employment opportunities for citizens,	for organizations and individuals in the community,	so that the community, its industry, and its residents may mutually prosper.
OBJECTIVES To provide for adequate: for: to enhance:		
<p>ACCESS TO BUILDING SPACE, LAND AND OTHER NATURAL RESOURCES, UTILITIES, AND PUBLIC SERVICES</p> <ul style="list-style-type: none"> land availability (for various uses) rental space availability (for various uses) utilities: water, electricity, oil, gas and fuels, telephone, telegraph, etc. sewage and waste removal fire prevention and law enforcement natural resources (preservation and use requirements) <p>CONSUMER ACCESS TO, AND MOVEMENT AND DISTRIBUTION OF, GOODS AND SERVICES</p> <ul style="list-style-type: none"> quality of the market area (size, composition, and distribution of the population, as they affect sales) promotion of products and services pedestrian and vehicle access access for freight, bulk commodities, packages, mail, etc. (costs and delivery time) access to distributors, wholesalers, and suppliers <p>BUSINESS AND CONSUMER SERVICES AND CONSTRAINTS</p> <ul style="list-style-type: none"> financing, credit, and taxes data processing legal and court services consulting services management intercommunication communication with the community 	<p>INDUSTRY OF VARIOUS TYPES</p> <ul style="list-style-type: none"> manufacturing (national, regional, local) construction (small and large) agricultural (farming, dairy, produce, forestry, fisheries, etc.) retail (shopping centers, neighborhood outlets) wholesale and distribution (supplies and finished products) recreation and leisure service industries (insurance, professional services, communications, banking and finance, local service outlets, etc.) <p>INDUSTRY ACTING IN VARIOUS ROLES</p> <ul style="list-style-type: none"> presently in the community seeking to expand seeking to leave external but employing local residents external but providing essential local services 	<p>INDUSTRIAL GROWTH, WELFARE, AND VIABILITY</p> <ul style="list-style-type: none"> growth and/or profitability of manufacturing and commerce competitive position in the market it serves (local, state, or national) general attractiveness of town to industry protection from loss, fraud, and improper claims management-labor relations <p>CONSUMER WELFARE</p> <ul style="list-style-type: none"> number and type of outlets quality of products or services (inferior, dangerous, difficult to get repaired, etc.) fair business practices (pricing, credit, etc., and attitude toward the community) <p>RESIDENT AND EMPLOYEE WELFARE</p> <ul style="list-style-type: none"> economic opportunity and self-sufficiency work conditions and health emotional, intellectual, and mental well-being employment stability (prevention & protection from unemployment)

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PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: conditions conducive both to economic production and distribution of goods and services, and to private employment opportunities for citizens,	for organizations and individuals in the community,	so that the community, its industry, and its residents may mutually prosper.
OBJECTIVES (Continued)		
<p>ACCESS TO LABOR FORCE BY BUSINESS</p> <ul style="list-style-type: none"> size, variety, and composition skills (vs other areas) wage rates (vs other areas) services to employees and the community (vs other areas) community attraction to labor force housing quality and availability <p>ACCESS TO JOB OPPORTUNITIES BY CITIZENRY</p> <ul style="list-style-type: none"> employment market (size, diversification) social freedom (removal of social barriers) information on job opportunities ability to acquire skills and habits required for employment employment location and transportation services labor intercommunication 	<p>VARIOUS TYPES OF RESIDENTS, CONSUMERS, AND EMPLOYEES</p> <ul style="list-style-type: none"> service work force: professional, clerical, secretarial, etc. (with various skill levels) manufacturing work force: mechanics, carpenters, etc. (with various skill levels) individuals in high, moderate, or low income brackets individuals unemployed or on welfare individuals from various racial and ethnic groups and minorities age and family groups (teenagers, heads of families, women working or running the home, senior citizens) individuals with or without transportation special groups (e.g., handicapped) 	<p>COMMUNITY WELFARE</p> <ul style="list-style-type: none"> local tax revenue market value of land and other resources ability to afford needed roads, utilities, schools, and community services preservation and proper use of natural resources (land, water, air, vegetation, and wild life) neighborhood appearance protection from external economic fluctuations and maintenance of a viable community economic base

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ECONOMIC DEVELOPMENT

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>DEVELOPMENT OF NEW SITES</p> <ul style="list-style-type: none"> land preservation land acquisition/sales provision of utilities roads and highway access <p>IMPROVEMENT OF BUILT-UP AREAS</p> <ul style="list-style-type: none"> site renewal roads (into or around area) parking municipal services (fire, police, waste, sewage, etc.) <p>SPECIAL TRANSPORTATION</p> <ul style="list-style-type: none"> air water transit, (buses, trains, etc.) taxis <p>PUBLIC RELATIONS AND COMMITMENTS</p> <ul style="list-style-type: none"> by government officials by private individuals or groups <p>EMPLOYMENT</p> <ul style="list-style-type: none"> job placement job training and education unemployment compensation workmen's compensation <p>LEGAL AND FINANCIAL ASSISTANCE</p> <ul style="list-style-type: none"> to small businesses to unemployed seeking to move <p>FINANCIAL INSTITUTION SUPPORT OF PUBLIC-PRIVATE PROJECTS</p> <p>BOND RAISING OR SELF-TAXING ASSOCIATIONS</p>	<p>COMMUNITY PLANNING AGENCIES</p> <ul style="list-style-type: none"> commission members administration professional planners outside consultants <p>PRIVATE-ENTERPRISE ASSOCIATIONS</p> <ul style="list-style-type: none"> Chamber of Commerce clubs business associations <p>UNIONS AND OTHER LABOR ORGANIZATIONS</p>	<p>REGIONAL PLANNING AND COORDINATION OF:</p> <ul style="list-style-type: none"> industry location land reservation industrial vs residential growth and distribution phasing of improvements growth of commercial development <p>REGIONAL COST SHARING</p> <p>LOCAL PLANNING AND COORDINATION</p> <ul style="list-style-type: none"> extension of utilities and roads to match intended land-use timing between private developers and municipalities <p>RELATION BETWEEN GOVERNMENT EFFORTS AND LOCAL BUSINESS EFFORTS</p> <p>IMPACTS OF CHANGES IN MANUFACTURING OR COMMERCIAL GROWTH ON:</p> <ul style="list-style-type: none"> existing business housing patterns community services, schools, etc. natural resources local revenues <p>SITE USES AND RELATIONSHIPS TO TRAFFIC ARTERIES AND PEDESTRIAN MOVEMENT, PARKING, ETC.</p>	<p>ZONING AND LAND USE</p> <p>FACILITY STANDARDS</p> <ul style="list-style-type: none"> appearance natural resource utilization pollution corollary functions <p>CONSUMER PROTECTION, REGULATIONS & SUPERVISION FOR</p> <ul style="list-style-type: none"> foods products trade practices credit <p>EMPLOYER PRACTICES, REGULATIONS & SUPERVISION OF</p> <ul style="list-style-type: none"> working conditions wages hiring practices unemployment compensation <p>LABOR-MANAGEMENT REGULATIONS AND STANDARDS FOR</p> <ul style="list-style-type: none"> union rights employee rights arbitration proceedings <p>COMMERCIAL INSURANCE AND FINANCIAL LIABILITY</p> <p>TAX INCENTIVES</p> <p>PUBLIC LAND ACQUISITION</p> <p>EQUAL OPPORTUNITY IN EMPLOYMENT, HOUSING, ETC.</p>

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PART C - PANEL MEMBERS' SUGGESTIONS AS TO COMMUNITY DEVELOPMENT ACTIONS, CONSEQUENCES, AND INDICATORS OF COMMUNITY CONDITIONS BEFORE AND AFTER SUCH ACTIONS

AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> Services and Functions Staffing and Operations Planning and Coordination Laws, Regulations and Codes 	<p><u>Likelihood</u></p> <ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely <p><u>Desirability</u></p> <ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<p><u>Utility in Measuring Potential Consequences</u></p> <ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Economic incentives to encourage industry and business to locate in urban centers and not in suburbs</p>	<ul style="list-style-type: none"> increase tax revenues of urban centers improve living standards of workers decrease suburban tax revenues 	<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> ● ● X 	<ul style="list-style-type: none"> tax revenue vs time number of workers living in the community list of areas comprising tax base 	<ul style="list-style-type: none"> ● ● ○
<p>Information, guidance, and counseling for young people, including those of elementary school age, on career opportunities in general and vocational education opportunities in particular.</p>	<ul style="list-style-type: none"> improve student awareness of career opportunities at high school level improve awareness of benefits of vocational education increase the manufacturing and service sector labor force 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> number of guidance and counseling sessions number of Connecticut students who become employees in state number and type of careers pursued by high school graduates labor supply vs demand in various industries number of students taking vocational courses compared to those taking college preparatory number of transfers of majors (subject area) in college number of inquiries for guidance counseling 	<ul style="list-style-type: none"> ● ● ● ● ● ○ X
<p>Financial donations to local educational institutions</p>	<ul style="list-style-type: none"> attract and retain bright, creative young persons needed in industry and business 	<ul style="list-style-type: none"> ○ 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> number and percent of employees who are professionals in area number of local students leaving community for work elsewhere 	<ul style="list-style-type: none"> ● ●

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AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Increased training opportunities for the labor force; amendment to State Unemployment Compensation Act permitting payments to workers undergoing job training or retraining and moving allowances to workers required to relocate	<ul style="list-style-type: none"> • allow unemployed to secure jobs currently available • increase available skills • improve service industries 	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<ul style="list-style-type: none"> - unemployment rate - number and percent of workers in service industries - supply vs demand for various worker types - number of applicants for job training - number of local students leaving community for work elsewhere - number of unemployed workers taking state appointed jobs - average income of area vs state levels - number and percent of professional employees in area 	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	
Financial and technical assistance to inner city community economic development corporations; Black Capital Ventures groups supported with local and state financial and technical aid	<ul style="list-style-type: none"> • improve employment opportunities for minority groups • enhance the career resources of minority group people employed • improve the quality of goods and services sold in the community • promise financial support, from profits, for other community programs 	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	<ul style="list-style-type: none"> - employment rates of various groups - rate of improvement of income level of minority groups relative to whites - average income of various groups - number of businesses opened by black capitalists, and number of business failures thereof - number and type of business formations and failures in minority communities - credit worthiness (or rating) of business owned by or employing minority groups - number and amount of contributions to community chests, etc. 	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	

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AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
An organization for exchange of information and ideas between management and labor	<ul style="list-style-type: none"> • foster friendly relations between management and labor 	<input type="radio"/> <input checked="" type="radio"/>	<input type="radio"/> <input checked="" type="radio"/>	<ul style="list-style-type: none"> - number and duration of strikes - number and type of worker complaints - productivity of labor (output/manhour) and wages overtime in comparison to similar industries and occupations elsewhere - accident rates (number and type) - absenteeism rates 	<input checked="" type="radio"/>	
A Department of Consumer Affairs	<ul style="list-style-type: none"> • improve the quality of goods and services sold in the community • reduce amount of shoddy goods and services • reduce exploitation of the public 	<input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	<ul style="list-style-type: none"> - number of complaints to Better Business Bureau - number of complaints to department stores, etc. 	<input checked="" type="radio"/> <input checked="" type="radio"/>	
Regional councils of economic development commissions from each town	<ul style="list-style-type: none"> • provide development commission with a stronger voice in local and regional industrial planning • minimize self-interests in locating industries • provide greater success than is attainable with state plans that are controlled "from the top" 	<input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	<ul style="list-style-type: none"> - actual locations vs planned industrial location 	<input checked="" type="radio"/>	

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AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Low-income housing and removal of organized secret racial discrimination by realtors	• reduce labor shortages • provide job opportunities		○ ○	● ●	- labor shortages by number and type - employment rates - average distance and distance distribution of workers in the community to work site - number and type of complaints about housing discrimination	● ● ○ X

AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
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A State Economic Planning and Development Council of professional economists to assess impact on Connecticut of national and international economic trends and developments and recommend actions and approaches to the Governor and General Assembly	• understand the communities' economic base in relation to the region and state regarding the makeup of industry, commerce, services, and the labor force		●	X	- incidence of public actions in support of economic legislation - number of groups requesting and utilizing such data - number of requests for action by various public groups - number of state and federal resources canvassed by planners - number of regional, state, federal contracts available or accessible to community's planners - length of residency of industries vs time	● ○ ○ ○ ○ ○
A regional planning agency to coordinate public improvements; land use legislation which provides for industry location and facilitates public acquisition of land for industrial purposes	• ensure land availability • reduce land cost for industrial and residential development • ensure adequate transportation and its compatibility with industrial growth		○ ○ ○	● ● ●	- distribution of transportation time and costs from residential areas to employment centers - total acreage and percent available for housing - number of planned developments which are compatible with overall development plan, exhibit efficient land use, and are approved by local or state agency - traffic density at various locations vs time - amount of land needed for transportation relative to land for development - unit housing costs in various locations	● ● ● ● ● ● ○

AREA: ECONOMIC DEVELOPMENT

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Greater responsiveness of towns to regional considerations in locating commercial and industrial developments	• reduce auto and truck traffic density on various highways and roads	○	●	- traffic density at various locations vs time	●
An economic base study of the community and the region, including a survey and cataloging of all federal, state, local government, and private financial and technical resources available	• gain thorough understanding of where economic support for a community comes from • assist undertakings by various industrial groups	●	●	- incidence of public support of legislation aimed at improving the economic base of the region - number of groups requesting and utilizing data describing the economic support of the community - number of requests for action by various public groups - number of state and federal resources canvassed by planners - number of regional, state, federal contacts available or accessible to community's planners - length of residency of industries vs time	●

AREA: ECONOMIC DEVELOPMENT

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A comprehensive cost-benefit analysis on the use of land and other resources and the need for various services (such as transportation, public utilities, etc.) generated by developments before inviting any blue collar (or other) industry to the community	• ensure that community revenue (income) will be compatible with outflow when bringing in new industry • ensure that new schools and municipal services will not be overburdened • determine pollution impact of projected industrial growth	●	●	- ratio of local revenue to outflow - cost of various services per capita - school funding per capita and per student - projected population by age groups vs time - projected environmental pollution levels vs time - tax rate for various services	●
Research into and review of factors which seem decisive in new industry location; a comprehensive report by towns of areas available for industrial development	• determine how a community can influence industrial decisions on location • inform prospective developers and town officials of areas available for industrial development • improve evaluation of whether communities' usual actions repel or attract industry • inform the general public so as to improve the acceptability of an industry by a town	●	●	- number of industrial locations with community approval - number and size of industrial development over time (labor force characteristics, long-range profitability, and size of capital investment) as compared to other areas - rate of inquiries from industrial prospects vs rate of acceptance - number and type of citizens' complaints about industry location - number and size of industrial developers active in the community - ratio of property taxes to profits of industry	●

AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely	<u>Desirability</u> • Desirable • Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use x Disagreement	
Economic research at a high academic level on public vs private ownership	• remove duplication in efforts of private industry • retain private incentives while converting to consumer orientation and needs • control cycles of boom and depression		○	X	- number and percent unemployed - number of private industries doing same work as public agencies - number of private corporations wholly or mainly supported by public monies - number of consumer complaints - total dollar output of manufactured goods and services in the community	● ● ● ○ X

AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely	<u>Desirability</u> • Desirable • Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use x Disagreement	
Cost sharing with time and payback stipulations to small towns for purchase, with regional or state approval, of land for future industrial development	• enhance ability of less affluent small towns to reserve future industrial sites • prevent less than optimum use of land for future industrial development		●	●	- measure of actual use against accepted land use plan - total land acreage purchased by towns for industrial development in the region, as compared to total foreseeable industrial development for that region - money allocated by small towns to cost sharing for land acquisition at some regional level as percent of town revenues from local tax sources - number of acres and percent of land available to small towns for industrial development - number of acres and percent of town's land "taken" by regional or other town developers - number of zoning changes made pertinent to regional cost sharing contracts to acquire and develop industrial land - acres and percent of land requiring redevelopment for industrial development - number of zoning codes overruled	● ● ● ● ● ● ● ● X

AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<u>Likelihood</u> <ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> <ul style="list-style-type: none"> ● Desirable ● Unimportant ○ Undesirable x Disagreement 			<u>Utility in Measuring Potential Consequences</u> <ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
Land use legislation which provides for industry location and facilitates public acquisition of land for industrial purposes at community, regional, and/or state level; a regional planning agency to coordinate public improvements.	<ul style="list-style-type: none"> • ensure land availability • reduce land cost for industrial and residential development • ensure adequate transportation and its compatibility with industrial growth 	● ○ ○	● ● ●	<ul style="list-style-type: none"> - distribution of transportation time and costs from residential areas to employment centers - total acreage and percent available for housing - number of planned developments which are compatible with overall development plan, exhibit efficient land use, and are approved by local or state agency - traffic density at various locations vs time - amount of land needed for transportation relative to land for development - unit housing costs in various locations 	● ● ● ● ● ● ●
Zoning regulations, property tax charges, etc.	<ul style="list-style-type: none"> • reserve and acquire land for offices, retail space, industrial development 	●	X	<ul style="list-style-type: none"> - number of acres reserved (or acquired) - number of new business and office starts 	● ●

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AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes 	<u>Likelihood</u> <ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> <ul style="list-style-type: none"> ● Desirable ● Unimportant ○ Undesirable x Disagreement 			<u>Utility in Measuring Potential Consequences</u> <ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement 	
Appearance guidelines for commercial and industrial developments including regulations for pollution and for displays; State funds to assist companies in meeting pollution standards	<ul style="list-style-type: none"> • regulate pollution • control the degree to which industry and commerce influence the natural environment • accelerate ability of industry to implement pollution control measures 	● ● ●	● ● ●	<ul style="list-style-type: none"> - number and type of organizations principally identified as taking advantage of financial incentives provided by state for pollution control - number of companies adopting controls voluntarily or without prolonged delays - number of citizen complaints regarding appearance of area - pollution levels vs time - tonnage of solid wastes in shopping areas 	● ● ● ● ○
Connecticut standards for workmen's compensation and unemployment insurance that are equivalent to federal standards (i.e., reduce to level of other states)	<ul style="list-style-type: none"> • make Connecticut industry competitive with other states 	●	X	<ul style="list-style-type: none"> - number of industries attracted to and moving out of Connecticut vs time - percent unemployed compared to national levels - labor supply immigration to Connecticut - ratio of Connecticut pay scales compared to other states (federal standards where they exist) - number and types of industrial organization in Connecticut vs time 	● ● ● ● ●

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AREA: ECONOMIC DEVELOPMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
State assumption of costs and setting of standards for schools	• balance educational opportunity to all segments of the population		●	●	For various communities and segments of the population: - number and percent of high school graduates going on to college ● - expenditure per pupil vs achievement rating ● - entry salary vs educational level (e.g., high school diploma) and drop-out rates ● - college board scores ○ - Statewide Educational Testing (achievement) results ○ - per pupil expenditures X	● ● ● ○ ○ X
Regulations requiring employment levels of minority groups approximately equal to their percentage of the population in state and local government, public utilities, and major government contractors	• improve the ability of minority groups to be self-sufficient • increase self-esteem and self-respect of minority groups		○	●	- number of unemployed whose skills are acceptable to employers but who are themselves unacceptable because of race ● - average income and unemployment figures for minority groups ● - number and percent of minority group employed by industry, by function and income ● - number of minority groups on welfare, or requiring public service support ● - rate or promotion of minority group members vs other workers ● - number of civil disturbances ○ - incidence of crime (number and type) ○	● ● ● ● ● ○ ○

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PUBLIC UTILITIES AND SERVICES

APPENDIX 7

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PART C - PANEL MEMBERS' SUGGESTIONS AS TO COMMUNITY DEVELOPMENT ACTIONS, CONSEQUENCES, AND INDICATORS OF COMMUNITY CONDITIONS BEFORE AND AFTER SUCH ACTIONS

AREA: PUBLIC UTILITIES AND SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely			<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement	
Regional incinerator facilities	• ensure complete combustion of burnable rubbish • provide compact residue suitable for land fill operations in localities other than the dump itself	<input checked="" type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input type="radio"/>	- stack testing results of compacted residue - percent of uncombusted rubbish - amount of tonnage in land fills vs dumps	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>
Expansion and upgrading of sewage treatment facilities	• reduce pollution from effluents flowing into rivers • enhance ability of Planning and Zoning Commission to accommodate more compact forms of housing development when needed • improve ability to extend sewage lines into portions of town where density of septic tanks and poor soil conditions are causing health hazards	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	- capacity of treatment facilities in relation to sewage volume (current and future) - pollution levels of effluent - pollution levels in rivers - soil quality in septic tank areas	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>

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PART C - (Continued)

AREA: PUBLIC UTILITIES AND SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination <input checked="" type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely			<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement	
Public water supply and public sewage and/or Ordinances allowing cluster-type zoning	• promote housing patterns suitable for public water and sewage systems where private septic and artesian systems are or may become sources of pollution • remove limitations to proper land development caused by the use of septic systems • reduce pollution, as evidenced in private supplies	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	- land prices - number of cluster-type units built - pollution levels in private supplies	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>

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AREA: PUBLIC UTILITIES AND SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not • Unlikely <u>Desirability</u> • Desirable • Unimportant • Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful • Of Little or No Use x Disagreement	
Legislation requiring regional waste disposal facilities	<ul style="list-style-type: none"> improve efficiency in waste disposal through consolidation of facilities improve compacting of rubbish for land-fill use improve pollution control improve recycling potential of waste 	●	●	<ul style="list-style-type: none"> levels of air pollution and constituents cost of disposal per ton of disposed material number of land-fill areas needed vs land available for each municipality length of time required for land fill by individual municipalities 	X X ● ●
Ordinance requiring underground utilities especially from developers building new subdivisions	<ul style="list-style-type: none"> reduce long-term maintenance costs for public utilities improve appearance of public utility facilities maximize uninterrupted utility service 	●	●	<ul style="list-style-type: none"> maintenance costs vs time comparative maintenance costs vs time (e.g., above vs underground utilities) real estate values number of power poles visible number of service complaints 	● ● X X X

AREA: PUBLIC UTILITIES AND SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not • Unlikely <u>Desirability</u> • Desirable • Unimportant • Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful • Of Little or No Use x Disagreement	
Updating of land use and control regulations, laws, and codes	<ul style="list-style-type: none"> improve value of properties adjacent to public utilities facilities preserve physical appearance and aesthetic atmosphere of the community preclude constant approval of zoning variances which undermine cohesiveness of community foster suitable locations for commerce and light industry which preserve residential areas and areas of natural beauty 	●	●	<ul style="list-style-type: none"> property values number of complaints from area residents number of community rows and public clashes on zoning and building related issues ratio of industry-used acreage to residential acreage in residential areas number of zoning variances number of building code violations number of gasoline stations per capita number of gasoline stations per mile in various locations number of acres of forest land taken by industry and amount left per capita 	● ● ● ● X X X X X
State legislation permitting joint development of reservoirs within municipal boundaries	<ul style="list-style-type: none"> improve use of natural resources improve recreational development 	●	●	<ul style="list-style-type: none"> ready water potential (volume or population capacity) number of joint reservoir developments number and type of water reaction facilities 	● ● X

AREA: PUBLIC UTILITIES AND SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable X Disagreement 			<ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use X Disagreement 	
<p>Standards and regulations requiring subsoil testing and evaluation of topographic conditions to establish development potential regarding density, spacing requirements on wells and septic tanks, and planning to coordinate town development plan with extension of sewage lines and treatment facilities</p> <p>and/or</p> <p>Codes requiring each municipality to dispose of its own wastes, and to establish where appropriate a timetable for transition to a sewer system (locally or regionally) with adequate treatment and disposal facilities</p>	<ul style="list-style-type: none"> • provide for orderly community growth of sewage and waste disposal and treatment facilities • ensure proper decisions are made regarding extensions of water and sewage lines • enhance preparation of subdivision plan reflecting soil characteristics and/or future plans of the community regarding water and sewage lines • promote adequate planning for the day when conversion from septic tanks to a sewer system will be required • insure that small towns do not find themselves in a hopeless situation in attempting to dispose of sewage within their boundaries 		●	●	<ul style="list-style-type: none"> - existence in the community of a sewage disposal plan (and details of such a plan) - disposal load going to private contractors vs time 	● X

AREA: PUBLIC UTILITIES AND SERVICES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable X Disagreement 			<ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use X Disagreement 	
<p>Requirements for shredding of all abandoned or scrapped motor vehicles</p> <p>and/or</p> <p>Ordinance requiring that former motor vehicles be disposed of in a satisfactory manner before being allowed to purchase a new vehicle</p>	<ul style="list-style-type: none"> • maximize reuse of metals from scrapped motor vehicles • eliminate junkyards per se and improve land appearance and beauty 		●	●	<ul style="list-style-type: none"> - number of auto junk yards - number of autos scrapped each year - acres and percent of land used for junk storage - number of junk cars in yards of residents - number of abandoned autos towed or impounded by police departments 	● ● ● X X
<p>State regulations requiring cooperation between utilities and the community for future developments</p>	<ul style="list-style-type: none"> • provide better community understanding of regional and statewide utility planning needs for enhanced efficiency and scale of operation • provide better coordination of utility growth policy with public policy 		○	X	<ul style="list-style-type: none"> - number of infractions of private developments with public policy statements or codes 	

APPENDIX 8
PUBLIC PROTECTION

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

PUBLIC PROTECTION

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: protection from willful or neglectful acts of man and from natural disasters,	for individuals and institutions in the community,	so that they may engage in activities free from fear of injury, loss, or destruction of life, limb, or property
OBJECTIVES To provide for protection against: for: to enhance:		
<p>CRIMES, CIVIL OFFENSES, AND MISDEMEANORS, BY TIMELY AND EQUITABLE:</p> <ul style="list-style-type: none"> . elimination of causes and resolution of emerging conflicts before they become serious (immediate attention, education, information, dialogue, etc.) . investigation, detection, and reporting of incidents and illegal activity . apprehension of suspects and serving of warrants . pre-trial detention or bail procedures . disposition of criminal cases, large and small claims, lawsuits, misdemeanors or minor violations . post-trial detention, custody, parole, and rehabilitation of offenders . compensation for victims of crime, theft, major disorders, etc. <p>FIRE, BY TIMELY AND EFFICIENT:</p> <ul style="list-style-type: none"> . prevention of causes (specify) . detection . fire fighting . emergency assistance . compensation for damages 	<p>THE GENERAL PUBLIC</p> <p>VARIOUS INCOME GROUPS</p> <ul style="list-style-type: none"> . higher than average . average or moderate . lower than average . with restricted income: welfare, pensions, etc. <p>VARIOUS AGE GROUPS</p> <ul style="list-style-type: none"> . infants . youth . new households (young marriages) . adults . elderly <p>VARIOUS RACIAL GROUPS</p> <ul style="list-style-type: none"> . whites . blacks . latins . others <p>VARIOUS INSTITUTIONS IN THE COMMUNITY</p> <ul style="list-style-type: none"> . stores . business companies . industry . private service institutions . public institutions 	<p>PROTECTION OF LIFE AND PERSONAL FEELING OF SAFETY</p> <ul style="list-style-type: none"> . in the home . in the street (while driving, in buses, etc.) . at work . in parks and other public places <p>PROTECTION OF PROPERTY FROM DESTRUCTION, VANDALISM, OR THEFT</p> <ul style="list-style-type: none"> . personal wealth (home, car, furniture, financial assets, etc.) . merchandise in stores . commercial equipment and physical plant . public or community property (streets, schools, municipal buildings, etc.) <p>FREEDOM AND EQUALITY WHILE ENGAGING IN LAWFUL ACTIVITIES AND MAKING CONTRACTS</p> <ul style="list-style-type: none"> . fairness of codes and regulations . protection from misleading information . fulfillment of contracts and agreements . protection of civil rights . right to use of personal property, home, land, etc. . privacy and reputation . protection from coercion, blackmail, etc. . protection from aftereffects of riots, etc. . restitution of damages

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PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

PUBLIC PROTECTION (Continued)

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: protection from willful or neglectful acts of man and from natural disasters,	for individuals and institutions in the community,	so that they may engage in activities free from fear of injury, loss or destruction of life, limb and property
OBJECTIVES (Continued)		
<p>NATURAL DISASTERS AND EXTERNAL THREATS, BY:</p> <ul style="list-style-type: none"> . civil defense procedures . natural disaster procedures (warning and communication, evacuation, emergency shelter, health care, compensation for damages) . epidemic prevention and control <p>ACCIDENTS, BY:</p> <ul style="list-style-type: none"> . prevention and elimination of causes . detection and reporting of incidents . emergency assistance (on the road, at work, at home) . compensation for damages 	<p>INDIVIDUALS OR INSTITUTIONS IN SPECIAL LOCATIONS</p> <ul style="list-style-type: none"> . in particular neighborhoods . on particular streets, in parks, etc. . in commercial, residential, or industrial areas . in specific areas with high incidence of crime or fire, or prone to external threats or natural disasters <p>VARIOUS SPECIAL GROUPS</p> <ul style="list-style-type: none"> . individuals with known or potential problems (arrest records, on parole, mentally disturbed, drug addicts, or alcoholics, etc.) . individuals in very difficult situations (hardcore unemployed, youth dropouts, children without homes, etc.) . organized crime . other groups or individuals (youth gangs, children of the affluent, etc.) 	<p>RIGHTS AND OPPORTUNITIES OF THE ACCUSED AND CONVICTED</p> <ul style="list-style-type: none"> . ability to exercise rights . treatment of suspected offenders . rehabilitation of offenders

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PUBLIC PROTECTION

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>POLICE</p> <ul style="list-style-type: none"> patrol and surveillance investigation and arrests emergency assistance traffic (and parking) control community awareness, rumor-control, information and education services required facilities and equipment for above <p>CORRECTION AND DETENTION</p> <ul style="list-style-type: none"> youth centers half-way houses reformatories security prisons mental institutions <p>ADMINISTRATION OF JUSTICE</p> <ul style="list-style-type: none"> bail defense and legal assistance prosecution sentencing parole services arbitration services facilities and equipment required for above <p>FIRE</p> <ul style="list-style-type: none"> public education programs inspection and control services alarms and other fire-reporting systems and their use hydrants fire-fighting equipment, facilities, barracks, etc. 	<p>POLICE</p> <ul style="list-style-type: none"> boards and commissions administration investigators and detectives patrolmen specialized staff (riot control, community service, narcotics, etc.) support staff (emergency handling, handling arrests, communications, etc.) paraprofessionals for community work (youth helpers, etc., and informers) training of law enforcement personnel <p>DETENTION AND CORRECTION</p> <ul style="list-style-type: none"> administration guards teaching, guidance, mental rehabilitation, etc. volunteer workers maintenance, food, etc. <p>ADMINISTRATION OF JUSTICE</p> <ul style="list-style-type: none"> defense counselors prosecutors parole officers judges juries court recorders and administration 	<p>COOPERATIVE CRIME PREVENTION APPROACHES INVOLVING:</p> <ul style="list-style-type: none"> health and welfare services schools correctional institutions courts and prosecutors police and neighborhood leaders <p>COOPERATION IN EMERGENCIES</p> <ul style="list-style-type: none"> police hospitals ambulances road services fire department <p>COMMUNITY RELATIONS</p> <ul style="list-style-type: none"> contact with community leaders role of boards and commissions relationships with retailers, business, etc. <p>REGIONAL, INTERSTATE, AND FEDERAL COOPERATION</p> <ul style="list-style-type: none"> in stemming organized crime, conspiracies, etc. in handling of civil disorder in tracing fugitives in civil defense or natural disaster 	<p>APPROPRIATE OR UNIFORM LAWS, PENALTIES, AND SETTLEMENT PROCEDURES</p> <ul style="list-style-type: none"> misdemeanors civil offenses criminal offenses arbitration out-of-court settlements sentencing options <p>POLICE PRACTICES AND INDIVIDUAL RIGHTS</p> <ul style="list-style-type: none"> use of weapons search warrants evidence detention pre-trial bail <p>SALE AND DISTRIBUTION OF PRODUCTS AND SERVICES</p> <ul style="list-style-type: none"> drugs weapons consumer products consumer services <p>ENVIRONMENTAL SAFETY</p> <ul style="list-style-type: none"> housing (condition, location, structural quality, exits, entrances) streets (design and maintenance) and drivers (traffic control, licensing) maintenance of automobiles occupational hazards industrial pollution

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PUBLIC PROTECTION (Continued)

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>CIVIL DEFENSE AND NATURAL DISASTERS</p> <ul style="list-style-type: none"> education emergency communications and power emergency shelter, food, clothing, etc. emergency health measures (quarantine, immunization, closing of schools, etc.) evacuation 	<p>FIRE</p> <ul style="list-style-type: none"> administration and support firemen volunteers inspectors <p>CIVIL DEFENSE AND NATURAL DISASTERS</p> <ul style="list-style-type: none"> volunteer agencies public agencies doctors, nurses, and other staff equipped for quick action <p>INSURANCE AND COMPENSATION</p> <ul style="list-style-type: none"> private public 		<p>FREEDOM OF SPEECH AND ASSEMBLY</p>

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PART C - PANEL MEMBERS' SUGGESTIONS AS TO COMMUNITY DEVELOPMENT ACTIONS, CONSEQUENCES, AND INDICATORS OF COMMUNITY CONDITIONS BEFORE AND AFTER SUCH ACTIONS

AREA: PUBLIC PROTECTION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
A special police youth corps to patrol the inner city areas and work with youngsters and/or Human relations training for police officers	<ul style="list-style-type: none"> • improve police/community relations and mutual cooperation • reduce tensions and resentments against police • reduce adverse contacts between police and youth • increase the mutual respect between the community and the police • reduce crime 	<ul style="list-style-type: none"> ● ● ○ ○ ○ 	<ul style="list-style-type: none"> ● ● ● ● ● 	<ul style="list-style-type: none"> - number and rate of complaints regarding police attitudes per year - number of police recruited from local or neighborhood areas - incidence of police-community cooperation - percent of police trained in human relations - number of riots, disturbances aimed at police - number of police fatalities and injuries - number of reformatory sentences relative to other alternatives 	<ul style="list-style-type: none"> ● ● ● ● ● ● ○ 	
State funded residential youth centers offering more intensive services (such as counseling, education and guidance) than can be provided in the home or in reformatories for troubled youngsters and/or Juvenile half-way houses	<ul style="list-style-type: none"> • provide courts and juvenile authorities with other alternatives besides jails and reformatories (increase the sentence options) • improve rehabilitation of young offenders 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> - number of "repeaters" in juvenile court - number of juvenile offenders subsequently employed for one year or more - number of reformatory sentences relative to other alternatives (such as residential youth centers, juvenile half-way houses, etc.) when these options are provided 	<ul style="list-style-type: none"> ● ● ● 	

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PART C - (Continued)

AREA: PUBLIC PROTECTION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input checked="" type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Work release programs allowing non-dangerous persons convicted of non-felonies to work while spending nights and weekends in confinement	<ul style="list-style-type: none"> • improve freedom (e.g., through work release programs) given to non-dangerous persons convicted of non-felonies to benefit the individual and society • reduce cost and enhance economy 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> - recidivism rate - number of convicted persons employed for one year or more - cost per conviction of prison systems 	<ul style="list-style-type: none"> ● ● X 	
Full-time public defender system with adequate investigative staff	<ul style="list-style-type: none"> • improve defense of indigents • reduce injustices caused by lack of proper defense • reduce alienation 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> - percent of guilty pleas for public defendant cases vs private counsel cases - percent of convictions and nature of sentences for cases with public defendant vs cases with private council - amount of consultation time for each defendant with public defender - percent of defendants requesting public defender 	<ul style="list-style-type: none"> ● ● ○ ○ 	

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AREA: PUBLIC PROTECTION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions ✓ Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<p><u>Likelihood</u></p> <ul style="list-style-type: none"> • Likely • As Likely as Not • Unlikely <p><u>Desirability</u></p> <ul style="list-style-type: none"> • Desirable • Unimportant • Undesirable x Disagreement 			<p><u>Utility in Measuring Potential Consequences</u></p> <ul style="list-style-type: none"> • Necessary • Moderately Useful • Of Little or No Use x Disagreement 	
<p>Restructure police staffing to increase professionalism by such means as division of labor to relieve patrolmen, specialized training for patrolmen (replacing the "man with a gun"), and hiring of paraprofessionals for control of traffic and for dealing with drunks</p>	<ul style="list-style-type: none"> • improve overall staff competency and efficiency of the police department • improve the image of the police • improve organizational structure of police service • free policemen to concentrate on major criminal activity • reduce non-productive police activity 	<ul style="list-style-type: none"> • • • • • 	<ul style="list-style-type: none"> • • • • • 	<ul style="list-style-type: none"> - number of major vs minor crimes solved - ratio of convictions to arrests - number of reported crimes for which there are no arrests or no convictions - rate of turnover of professional police officers - amount of time spent on misdemeanors vs felonies for officers, including paperwork and court time - number of police job applications from various population groups 	<ul style="list-style-type: none"> • • • • • •
<p>Different wage scales for police and fire activities as the capabilities and risks required by each become increasingly different</p>	<ul style="list-style-type: none"> • improve the ability to attract competent personnel to police and fire activities 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> - number of applicants to police and fire departments relative to the number of who continue beyond a period of time - number of college graduates applying for police and fire positions - number of college graduates staying in respective public safety departments - median education of police officers 	<ul style="list-style-type: none"> • • • •

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CONTINUED

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PART C - (Continued)

AREA: PUBLIC PROTECTION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions <input checked="" type="checkbox"/> Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input type="radio"/> Disagreement	
Psychological testing and screening to aid in hiring police officers	<ul style="list-style-type: none"> • reduce illegal police actions • improve law enforcement • improve caliber of personnel 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> - number of cases of police brutality - number of citizens' complaints - ratio of arrests to convictions - rate of "nolo contendere", i.e., cases dropped by prosecution 	<ul style="list-style-type: none"> ● ● ○ ○ 	

AREA: PUBLIC PROTECTION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely <u>Desirability</u> • Desirable • Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use X Disagreement	
An overall State Public Safety Agency	• improve efficiency and responsiveness of service	○	X	- costs of municipal agencies or departments per capita - length of time from first client visit to "case closed"	X X
A study of the sociological and psychological causes of crime	• improve the ability to prevent crimes at the source	○	X	- number and percent of criminal convictions which are "repeat" (recidivism rate) - age of convicted criminals - number and percent of arrests which are "repeat"	● ● ●
Replacement of the Red Cross with a public organization	• reduce the necessity for people to rely on private charity in cases of natural disaster	○	X	- number and percent of victims served by public agencies in times of disaster - number and percent of victims served by private service agencies in times of disaster	● ●
Improvement in communication with the community (especially persons in the higher socio-economic status who feel they are or should be immune to apprehension and prosecution) on the nature of police work, the facilities they employ, emergency service, etc.	• reduce vandalism and destruction of public property such as fire and street signs, equipment, and so on	●	●	- equipment replacement (number and cost) per capita vs time - number of accidents due to faulty street signs and other road aids - number of complaints about police per year	● ○ X

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AREA: PUBLIC PROTECTION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely <u>Desirability</u> • Desirable • Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use X Disagreement	
Criminal trials conducted within one month of arraignment	• improve the ability to comply with the right to speedy trial • reduce the number of persons on bail for protracted periods of time • insure a greater measure of safety from possible criminals out on bail	● ● ○	● ● ●	- length of time from arraignment to disposition of case - number of defendants not tried within month - number of crimes by already known criminals - number of defendants who commit crimes while on bail	● ● ● ●
Disposal of misdemeanor cases in neighborhood police centers rather than in criminal courts	• enhance subsequent employment possibilities for misdemeanor offenders • improve administration of courts through reduction of petty cases • improve efficiency of the police • improve respect of ghetto residents for the law by relieving the aggressiveness of their contact with it	● ● ○ ○	● ● ● ●	- rate of arrests and convictions among unemployed - backlog list of courts in criminal divisions - ratio of number of convictions per number of arrests - number of minor cases handled by courts - number of ghetto resident complaints of police - number of employed ex-criminals	● ● ● ● ● X
Change the prison system from its current form	• enhance rehabilitation of prison inmates	●	●	- number of repeat arrests and trials of former inmates - percent of total arrested and tried which are former inmates	● ●

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AREA: PUBLIC PROTECTION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not • Unlikely <u>Desirability</u> • Desirable • Unimportant • Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful • Of Little or No Use X Disagreement	
Restructuring of laws defining crimes to ensure that they reflect up-to-date concepts of law and crime prevention, enforcement, and correction techniques	• improve compatibility of laws with current concepts of prevention, enforcement and correction to ease enforcement and reduce crime	<input type="radio"/>	<input checked="" type="radio"/>	- number of laws on books for which arrests have not been made for a period of time - number of laws on books for which arrests but no convictions have been made for a period of time - police time (and injuries) associated with different arrests - number of cases where other community agencies have collaborated with police in forestalling specific crimes	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>
Licensing of all gun owners and registration of guns	• ease enforcement • reduce crime	<input type="radio"/>	<input checked="" type="radio"/>	- number of accidental gun wounds (fatal and non-fatal) - ratio of gun-related crimes to others - number of shooting murders - number of sniper incidents	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>

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AREA: PUBLIC PROTECTION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not • Unlikely <u>Desirability</u> • Desirable • Unimportant • Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful • Of Little or No Use X Disagreement	
Inspection of all motor vehicles	• improve highway safety (reduce deaths and injuries)	<input checked="" type="radio"/>	<input checked="" type="radio"/>	- number of accidents related to faulty motor vehicle equipment	<input checked="" type="radio"/>
Periodic driver examinations	• restrict licensing of incapable drivers and improve highway safety	<input checked="" type="radio"/>	<input checked="" type="radio"/>	- number of accidents in various age groups, especially elderly vs middle-aged - number of accidents by drivers with physical impairments, including eyesight, broken limbs, etc.	<input checked="" type="radio"/> <input checked="" type="radio"/>
Legislation requiring all vehicles to have bumpers which protect the vehicle and driver and are not molded into the car	• reduce injuries and costs of repairs from minor accidents	<input checked="" type="radio"/>	<input checked="" type="radio"/>	- number and percent of injuries and costs for front and rear-end collisions from minor accidents	<input checked="" type="radio"/>

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APPENDIX 9

TRANSPORTATION AND CIRCULATION

TRANSPORTATION AND CIRCULATION

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: the use of private means and the availability of public services for safe, convenient, attractive, and economical movement of people and goods among various locations.	by individuals and organizations in the community,	to enhance personal and business activities while making best use of natural and other resources
OBJECTIVES To provide for adequate: for: to enhance:		
<p>MOVEMENT WITHIN THE IMMEDIATE NEIGHBORHOOD OR VICINITY</p> <ul style="list-style-type: none"> . pedestrian access (among residences, local stores, schools, community activities, recreation, culture, etc.) . pedestrian protection from the environment (shade; snow removal; wind, rain, and snow shelter; street lighting, etc.) . availability of public & private local services (taxis, small & large buses, parking facilities) . use of cars for short trips <p>MOVEMENT AMONG NEIGHBORHOODS</p> <ul style="list-style-type: none"> . direct access among adjoining areas . avoidance of congestion and proper separation of local from thru traffic (in and around local commercial and downtown areas, etc.) . availability of parking (for business, shopping, residence, etc.) . availability of public & private services (taxis, buses, subways, etc.) . access of delivery trucks, vans, public service vehicles, etc. . pedestrian access to parking, bus stops, etc., and various destinations 	<p>PEDESTRIANS</p> <ul style="list-style-type: none"> . children . adults . handicapped or infirm <p>INDIVIDUALS GOING TO WORK</p> <ul style="list-style-type: none"> . working and living in the community . commuting into the community . commuting out from the community . with and without personal auto <p>SHOPPERS</p> <ul style="list-style-type: none"> . with and without a car . from outside the community . working or living in the community . night and weekend shoppers . elderly, adults, or youth <p>RESIDENTS (ACCESS TO COMMUNITY SERVICES)</p> <ul style="list-style-type: none"> . elderly, adults, or youth . with and without a car . distant from hospitals, community centers, cultural facilities, etc. . desiring to use school or other facilities at irregular hours <p>VACATIONERS AND "WEEK-ENDERS"</p> <ul style="list-style-type: none"> . with and without a car . coming into community . wanting access to outside <p>COMMERCE AND BUSINESS (EXISTING OR NEW)</p> <ul style="list-style-type: none"> . shopping centers . downtown stores and shops . neighborhood stores . peripheral or outlying business . linear or strip-developments 	<p>JOB OPPORTUNITIES AND RESIDENTIAL CHOICE</p> <ul style="list-style-type: none"> . choice of employment opportunities (in or out of the community) . residence improvement without changing jobs . job improvement without shifting residence <p>SHOPPING, RECREATIONAL AND CULTURAL OPTIONS, AND ACCESS TO SERVICES</p> <ul style="list-style-type: none"> . ability to obtain suitable retail services . choice of recreational, cultural, and leisure time activities . ability to obtain effective professional services (medical, educational, business, etc.) <p>PHYSICAL & MENTAL WELL-BEING</p> <ul style="list-style-type: none"> . protection of pedestrians (children and adults) . protection of drivers and passengers . environmental safety (air pollution, noise, etc.) . aesthetic and mental satisfaction

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PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: the use of private means and the availability of public services for safe, convenient, attractive, and economical movement of people and goods among various locations.	by individuals and organizations in the community,	to enhance personal and business activities while making best use of natural and other resources
OBJECTIVES (Continued)		
<p>MOVEMENT OVER LONG DISTANCES (FOR WORK, SHOPPING, BUSINESS, RECREATION, LEISURE, AND CULTURE)</p> <ul style="list-style-type: none"> . location of and access to major highways and expressways . avoidance of congestion (on main arteries and their intersections, entrances & exits, near major gathering places) . availability, quality, and cost effectiveness of mass transit services (trains, buses, etc.) . availability, location, and costs for long duration parking, terminals, bus stops, etc. (for commuting, shopping, interconnections, major gatherings, etc.) . movement, transfer, and storage of goods & products <p>PROMOTION OF SAFETY</p> <ul style="list-style-type: none"> . driving skills & habits . design and condition of sidewalks, paths, roads, railroad tracks, waterways, bridges, etc. . condition of vehicles . signs, signals, lighting for vehicular and pedestrian traffic <p>PROTECTION OF AESTHETIC AND ENVIRONMENTAL QUALITIES</p> <ul style="list-style-type: none"> . control of exhaust emissions . control of noise . appearance (roads, highways, tracks, adjoining developments, parking, etc.) . use of land and space (roads, highways, parking, etc.) 	<p>INDUSTRY (EXISTING OR NEW)</p> <ul style="list-style-type: none"> . close to the center or the inner city . in various outlying areas 	<p>INDUSTRIAL, BUSINESS, AND COMMERCIAL OPPORTUNITIES (IN OLD AND NEW AREAS)</p> <ul style="list-style-type: none"> . scope of external markets and suppliers . size of the local consumer market . quantity and quality of available labor <p>DEVELOPMENT AND PRESERVATION OF RESOURCES</p> <ul style="list-style-type: none"> . property values . availability and cost of land for future use (residential, industrial, commercial, recreational, open space, etc.) . growth and redevelopment patterns (urban decay, speculation, land use for roads, parking, etc.) . preservation of vegetation, wildlife, air, and water resources <p>ABILITY TO MINIMIZE COMMUNITY AND USER COSTS</p> <ul style="list-style-type: none"> . economy of public and private transportation to consumer . economy of construction, maintenance, and operation of facilities and services

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TRANSPORTATION AND CIRCULATION

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
FACILITIES AND SYSTEMS <ul style="list-style-type: none"> sidewalks and paths local roads and streets (in subdivisions, etc.) feeder systems or by-passes for high-activity areas major arterial roads new or improved links to major highways or expressways parking (lots, structures, more complete systems) bus stops and terminals bus services (shuttle buses, large buses, etc.) taxis rail systems and stations airports transfer areas (for people or freight) docks bridges, overpasses (for cars, trains, and pedestrians) TRAFFIC DIRECTION AND CONTROL <ul style="list-style-type: none"> police traffic lights and signs child assistance at major crossings near or far from school COOPERATIVE EFFORTS <ul style="list-style-type: none"> promotion of car pools self-help delivery services VEHICLE MAINTENANCE FINANCIAL SUBSIDIES ACCIDENT AND EMERGENCY SERVICE RIGHTS OF WAY <ul style="list-style-type: none"> acquisition compensation 	MAINTENANCE OF ROADS <ul style="list-style-type: none"> administration and scheduling road repair and maintenance snow removal litter removal MASS TRANSIT <ul style="list-style-type: none"> administration operations drivers maintenance ROAD SAFETY <ul style="list-style-type: none"> traffic policemen volunteers and para-professionals handling of accidents DRIVERS <ul style="list-style-type: none"> performance training 	(LOCAL, REGIONAL, OR STATE): COORDINATION OF DEVELOPMENT <ul style="list-style-type: none"> relationship to land uses and forms of subdivision parking city and suburb growth transportation and natural resources decay of older or downtown areas shared facilities (such as recreation to minimize trips) COORDINATION OF DIFFERENT MODES OF TRANSPORTATION <ul style="list-style-type: none"> separation of systems (pedestrian and vehicular or vehicular and truck) terminals and parking (facilitation of transfers and combined uses) preservation of community resources by combining systems COORDINATION OF USERS <ul style="list-style-type: none"> staggered work hours traffic diversion car pools phasing of public with private development cost sharing DOWNTOWN PARKING AND CIRCULATION	(LOCAL, REGIONAL, OR STATE): TRAFFIC AND DRIVER REGULATION <ul style="list-style-type: none"> speed traffic patterns curb parking exclusion of autos from certain areas at certain times limits on passengers driver licensing fining and processing of violators drinking accidents toll collection truck zones VEHICLE STANDARDS <ul style="list-style-type: none"> pollution noise mechanical condition quality of repair PEDESTRIANS <ul style="list-style-type: none"> jaywalking pedestrian protection RIGHTS OF WAY <ul style="list-style-type: none"> acquisition (eminent domain, required compensation, protection of natural resources) maintenance (litter and discarded vehicles) PRIVATE SERVICES <ul style="list-style-type: none"> private bus and taxi operator licences

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PART C - PANEL MEMBERS' SUGGESTIONS AS TO COMMUNITY DEVELOPMENT ACTIONS, CONSEQUENCES, AND INDICATORS OF COMMUNITY CONDITIONS BEFORE AND AFTER SUCH ACTIONS

AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
In the Following Category: <ul style="list-style-type: none"> Services and Functions Staffing and Operations Planning and Coordination Laws, Regulations and Codes 	Likelihood <ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	Desirability <ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable X Disagreement 			Utility in Measuring Potential Consequences <ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use X Disagreement 	
Special paths for walking, horseback riding, or cycling, in low density housing subdivisions	<ul style="list-style-type: none"> increase the safety of individual walking enlarge opportunities for recreation 		●	●	<ul style="list-style-type: none"> number of pedestrian accidents in low density housing developments number of children playing or walking on the streets number and percent of houses which are inaccessible except by car or by walking on the street (as opposed to footpaths or sidewalks) 	● ● X
Relief airports to handle general aviation	<ul style="list-style-type: none"> provide for the growing volume of general aviation without interfering with the operation of airports designed for commercial flights 		○	X	<ul style="list-style-type: none"> number of general aviation airports usage, as percent of capacity, of general aviation reports airport congestion on runways due to non-commercial flights number and percent of non-commercial planes in area number of aircraft accidents 	● ● ● ● ○

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AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ● <i>As Likely as Not</i> ○ <i>Unlikely</i> <u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Rewards or incentives for car pools entering congested urban centers; car holding facilities on the periphery of major cities tied to public transport; fringe parking lots in suburban areas for car pooling and express bus service	• reduce congestion on expressways • minimize public costs of improved transportation in cities • return streets of major urban centers to use for internal purposes	○ ○ ○	● ● x	- traffic density at various locations vs time - number of vehicles entering urban (or downtown) areas from external areas - number of illegal parkings - parking cost per vehicle at various locations - percent of land in city devoted to parking	● ● ○ x ●
Support for maintenance and repair of local streets	• improve decency and comfort of circulation on local streets • reduce costs of rebuilding roads and drainage systems	● ●	● ●	- expenditures for preventive maintenance - expenditures for long-term repair and major refurbishment - traffic density on ill-kept streets	x x ●

AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ● <i>As Likely as Not</i> ○ <i>Unlikely</i> <u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Shuttle buses within a shopping district or mini-buses within large suburban centers integrated with perimeter ground transport for commuting and shopping	• reduce congestion from individual autos • assist movement of shoppers • free large land areas required for parking for more efficient uses	○ ○ ○	● ● ●	- acres converted to parking from other uses - traffic density at various locations vs time (e.g. shopping area exits) - number of shoppers at various locations vs time - number of illegal parkings at various locations vs time - air pollution levels in shopping areas - number of stores accessible per unit of time at various locations - dollar volume of sales within a given location vs parking spaces available	● ○ ○ ○ ○ ○ x
A new system of on-grade, arterial roads and boulevards for urban areas	• assist movement and distribution of traffic in and through the city as expressway systems approach completion	●	●	- number of bumper accidents in city, due to congestion, during peak hours - time taken to go through city vs time to go around it on highway - traffic density at various locations vs time - average trip time and distance vs number of business, industry, household, etc. trips	x x ○ ○

AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement	
Regional transportation terminals in major cities for high speed trains or other vehicular mass transit	• consolidate transportation modes for long distance travel • eliminate duplication of terminals	○ ○	● ●	- number of changes in transportation modes per traveler, from point of origin to point of destination - time and cost of long distance travel vs time and cost to reach leave or change terminals - number of and distance between transportation terminals in same area - volume of inter-terminal travel - traffic densities at selected locations vs time - estimated fare and time savings from consolidation of duplicate facilities - lack of correspondence between schedules of one mode and another	● ● ● ● ○ ○ X X
Improvement of rail service	• assist industry in moving goods to and from markets	●	●	- tons of cargo and passengers moved (1) within, (2) into, and (3) out of the community by various modes and their relative costs - rail transport rates for goods - number of long-distance commuter runs added or dropped for given areas	● ● X

AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement	
Complete system design of transportation, which considers collection and distribution aspects, relationship between different modes, implications of separating trips, etc.	• shorten journey to work • reduce congestion • make better use of facilities	○ ● ●	● ● ●	- per cost utilization of facilities (actual vs design capacity) - average trip time and speed by type and distance of trip - number of mass transportation system breakdowns and their duration - number of trucks on various roads during peak auto hours - traffic density at various locations vs time - number of minor "bumping" accidents on highways and major community routes	● ● ● ● ● ● ○
Research on functions performed by transport, net benefits, characteristics of demand, and environmental impact of various modes	• enhance rationale of facility investment • clarify implications for radical solutions • develop optional systems considering efficiency, appearances, and environmental degradation	● ●	● ●	- per cost utilization of facilities - pollution discharge of different modes per trip mile - number of over-used, outmoded facilities still available - number of complaints by users of transportation facilities	● ○ ○ ○

AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> • Likely • As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> • Desirable • Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> • Necessary • Moderately Useful ○ Of Little or No Use x Disagreement 	
Interdisciplinary concept teams for new highway planning	<ul style="list-style-type: none"> • better integration between highway design and other needs of the community • joint development of right of way and adjacent ground and air rights 		●	●	<ul style="list-style-type: none"> - percent of community area devoted to transportation compared to that devoted to other uses (parks, open-space, historical sites) - number of residential "pockets" created by highway system - average time from residential pockets to community services (schools, shopping) - number of businesses or homes sold in various locations surrounding a highway - prices obtained for homes sold surrounding a highway compared to prices in the rest of the community - traffic density at various locations vs time 	X X X X X
Development of ways to make effective use of communication or apply new communication technologies	<ul style="list-style-type: none"> • reduce the number or distance of trips for business, industry, household, etc. 		○	●	<ul style="list-style-type: none"> - average trip time and distance vs number of business, industry, household, etc. trips - total time spent traveling, by type or purpose of trip 	● ●

AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> • Likely • As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> • Desirable • Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> • Necessary • Moderately Useful ○ Of Little or No Use x Disagreement 	
Experiments with staggered hours for major employers in metropolitan areas	<ul style="list-style-type: none"> • reduce peak-hour congestion 		●	●	<ul style="list-style-type: none"> - working hours of various major businesses in downtown areas and number of employees of each - traffic density at various locations vs time - number of cars parked on streets at various locations vs time 	● ● X
Development of land use patterns which permit alternate forms of transport	<ul style="list-style-type: none"> • minimize environmental degradation resulting from increased need for highways, roads, and cars • minimize future congestion and ease transportation 			●		
Development of alternate inland recreation centers	<ul style="list-style-type: none"> • make recreation more accessible • reduce weekend congestion on shoreline 		○	●	<ul style="list-style-type: none"> - traffic density at various locations vs time - percent recreation time spent traveling - time, by number and percent of population, spent at major recreation areas 	● ● ●

AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Improved planning and financing of right of way acquisition, especially including compensation to displaced persons and other disruptive impacts on community	• locate new facilities where needed rather than where easiest	○	●	- level of disruption by traffic (noise, pollution, pedestrian injuries) - number of complaints about land acquisition - number of congested facilities coexisting with sparsely used facilities, i.e., a crowded road when one block away lies an empty one	○ X X
Regional coordination for investigating suitable ground mass transport between cities and suburbs	• alleviate downtown parking problems	●	●	- number of vacant parking spaces in various locations - air pollution levels (i.e., weight of pollutants such as SO ₂ , CO ₂ , etc.) emitted per day in various locations - length of time to travel a mile at various locations vs time - number of illegally parked cars in town	● X X X
Federal/state takeover of rail service if necessary	• maintain and modernize passenger rail service	●	●	- tons of cargo and passengers moved (1) within, (2) into, and (3) out of the community by various modes and their relative costs - number of system breakdowns and their location - freight costs of rail shipment	● ● ○

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AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Enforcement of limits on number of passengers in mass transit vehicles, and rearrangement of routes to reduce transfers on mass transit systems	• raise the comfort and attractiveness on various modes of public transportation	●	●	- number (or percent) of total passenger traffic using various modes - number of passenger complaints of ill-comfort and delays in travel	● ●
Rewards for car pools; taxes on cars which enter major urban centers	• reduce congestion on expressways • minimize public costs of improved transportation in cities • return streets of major urban centers to use for internal purposes	● ○ ●	● ● X	- traffic density at various locations vs time - number of vehicles entering urban (or downtown) areas from external areas - number of illegal parkings - parking cost per vehicle at various locations - percent of land in city developed to parking	● ● ○ X ○

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AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes 	<p><u>Likelihood</u></p> <ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<p><u>Desirability</u></p> <ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<p><u>Utility in Measuring Potential Consequences</u></p> <ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
Restrictions on curb parking	<ul style="list-style-type: none"> • make more efficient use of existing streets and reduce congestion 		●	●	<ul style="list-style-type: none"> - traffic density at various locations vs time with and without curb parking - number of accidents to parked cars at various locations 	● X
Improvement or elimination of toll collection	<ul style="list-style-type: none"> • lessen trip times by improvement or elimination of toll collection 		○	●	<ul style="list-style-type: none"> - cost (to the state and community) of servicing, policing, maintaining, expanding, and financing highways - speed and volume of movement through tolls as compared to rest of highway - toll revenue - number of toll-related bottlenecks 	● ● X X
Separation of trucks from cars on roads	<ul style="list-style-type: none"> • reduce roadway hazards by separation of trucks from cars 		○	●	<ul style="list-style-type: none"> - number of auto-truck accidents - number of bottlenecks due to slower moving traffic - comparison of average vehicular speed on highways with truck and auto traffic and those with only auto traffic 	● X X

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AREA: TRANSPORTATION AND CIRCULATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes 	<p><u>Likelihood</u></p> <ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<p><u>Desirability</u></p> <ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<p><u>Utility in Measuring Potential Consequences</u></p> <ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Annual inspection of motor vehicles, including air pollution control mechanisms and/or</p> <p>Licensing of mechanics performing automobile maintenance and repair</p>	<ul style="list-style-type: none"> • improve air quality and reduce hazards from poorly maintained vehicles • improve quality of vehicle maintenance and repair services • reduce roadway hazards due to sloppy repairs • reduce costs of maintenance • provide for controls on certification of anti-pollution maintenance 		●	●	<ul style="list-style-type: none"> - air pollution levels (i.e., weight of pollutants such as SO₂, CO₂, etc.) emitted per day in various locations - comparison of emissions of cars with and without regular maintenance - number and percent of accidents from faulty vehicles - number of auto breakdowns and failures "on the road" - rate of expenditure on maintenance per vehicle by type - number of patients admitted for respiratory diseases - number of persons engaged in maintenance services 	● ● ● ● ● ● ● ○

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APPENDIX 10

CULTURE

CULTURE

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>PARTICIPANT ACTIVITIES</p> <ul style="list-style-type: none"> walking, touring, traveling, observing music, dance, theater and drama, singing photography, painting, arts and crafts social gatherings, garden groups traditional sports <p>PERFORMING ARTS, SPECTATOR ACTIVITIES</p> <ul style="list-style-type: none"> music, dance, theater, drama, choral movies, slides, lectures art and historic displays (galleries, museums, historic buildings and sites, etc.) traditional sports wildlife and nature settings (zoos, planetariums, arboretums, natural geologic and archaeological exhibits) <p>GENERAL PROGRAMS</p> <ul style="list-style-type: none"> formal clubs and associations community-wide cultural programs, fairs, and major festivals expert and professional guidance and classes internship programs in local institutions (schools, TV or radio stations) media programs: movies, TV, radio, newspaper cultural sections, etc. public education 	<p>COMMISSIONS OR BOARDS</p> <p>SUPERVISORY AND ADMINISTRATIVE</p> <ul style="list-style-type: none"> libraries museums and galleries historic sites and buildings zoos, aquariums, planetariums, and arboretums public or community-wide programs school cultural activities <p>PROFESSIONAL STAFF</p> <ul style="list-style-type: none"> teaching and counseling lecturers, tour leaders recruitment of local artists, musicians, architects <p>VOLUNTEERS</p>	<p>REGIONAL DEVELOPMENT</p> <ul style="list-style-type: none"> museums and galleries aquariums zoos concert theaters fine arts centers historic assets natural landmarks or (state) parks <p>COMMUNITY AND EDUCATIONAL ORGANIZATIONS</p> <ul style="list-style-type: none"> universities' staff and facilities (supplementing local programs, providing technical assistance) use of school and community facilities in and out of school activities of youth <p>ALLOCATION OF LOCAL PHILANTHROPY AND TAX MONEY</p> <p>PHYSICAL OR SITE PLANNING</p> <ul style="list-style-type: none"> area visual design plans land use and development city architectural and graphic plans <p>INFORMATION AND EDUCATIONAL PROGRAMS</p> <ul style="list-style-type: none"> state and local government government and industry and educational institutions private groups volunteer organizations 	<p>STAFF QUALIFICATIONS</p> <ul style="list-style-type: none"> librarians, curators, etc. directors and others <p>SIZE AND DISTRIBUTION GUIDELINES, FOR</p> <ul style="list-style-type: none"> libraries museums and galleries historic sites and buildings zoos, aquariums, planetariums, and arboretums natural geologic and archaeological features <p>ARCHITECTURAL DESIGN, MAINTENANCE, AND PRESERVATION</p> <ul style="list-style-type: none"> public and private development use of signs setbacks and skylines control of sprawl upkeep and maintenance preservation of historic monuments or sites contemporary monuments, displays, etc. <p>BOARDS AND COMMISSIONS OF PUBLIC INSTITUTIONS</p> <ul style="list-style-type: none"> composition responsibilities

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PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

CULTURE (continued)

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>COMMUNITY FACILITIES</p> <ul style="list-style-type: none"> community centers youth centers fine arts centers art galleries, museums, libraries streets that can be used for cultural events use of public spaces, malls, parks school facilities <p>SUBSIDIES AND FINANCIAL ASSISTANCE</p> <ul style="list-style-type: none"> for local talent for local displays and performance for facilities and equipment 			

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PART C - PANEL MEMBERS' SUGGESTIONS AS TO COMMUNITY DEVELOPMENT ACTIONS, CONSEQUENCES, AND INDICATORS OF COMMUNITY CONDITIONS BEFORE AND AFTER SUCH ACTIONS

AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> <i>Services and Functions</i> <input type="checkbox"/> <i>Staffing and Operations</i> <input type="checkbox"/> <i>Planning and Coordination</i> <input type="checkbox"/> <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> <input checked="" type="checkbox"/> <i>Likely</i> <input checked="" type="checkbox"/> <i>As Likely as Not</i> <input type="checkbox"/> <i>Unlikely</i> <u>Desirability</u> <input checked="" type="checkbox"/> <i>Desirable</i> <input checked="" type="checkbox"/> <i>Unimportant</i> <input type="checkbox"/> <i>Undesirable</i> <input checked="" type="checkbox"/> <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> <i>Necessary</i> <input checked="" type="checkbox"/> <i>Moderately Useful</i> <input type="checkbox"/> <i>Of Little or No Use</i> <input checked="" type="checkbox"/> <i>Disagreement</i>	
Activities and displays for younger children, which involve them in touching, seeing, smelling, feeling	<ul style="list-style-type: none"> enhance appreciation of younger children for beauty discover and foster growth of youthful talent improve creative ability in youth develop artistic talent in younger children promote multi-sensory coordination in younger children improve confidence in children of their ability in the performing arts 	●●●●●●●●	●●●●●●●●	<ul style="list-style-type: none"> attendance and participation, in various activities, for children performance rating in school arts and the humanities number and type of things children can do at home or bring home from school art class registration for younger children number of art-fair entries in community by younger children 	●●●●●●●●
A program of leisure time, not necessarily professional activities, for citizens at all ages, with emphasis on interpersonal teaching and free expression in areas such as fine arts, applied arts, performing arts	<ul style="list-style-type: none"> enhance the ability of citizens at large to obtain the satisfaction of innate creative expression 	●●●●●●●●	●●●●●●●●	<ul style="list-style-type: none"> enrollment (attendance) at various adult education classes incidence of problems related to mental health number of arts and crafts fairs, clubs number of people with sideline occupations (e.g. supplying vegetables and flowers) 	●●●●●●●●
A lecture series (and other information services) informing residents about community life, services available, and town codes and regulations	<ul style="list-style-type: none"> enhance understanding of community life, services available and town codes and regulations and improve comprehension of mutual responsibility of town to citizen and citizen to town 	●●●●●●●●	●●●●●●●●	<ul style="list-style-type: none"> percent voting number of infringements of local ordinances and regulations attendance at town meetings, school meetings, community-sponsored events number of public-citizen inquiries to town agencies about local codes, laws, etc. 	●●●●●●●●

PART C - (Continued)

AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> <i>Services and Functions</i> <input type="checkbox"/> <i>Staffing and Operations</i> <input type="checkbox"/> <i>Planning and Coordination</i> <input type="checkbox"/> <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> <input checked="" type="checkbox"/> <i>Likely</i> <input checked="" type="checkbox"/> <i>As Likely as Not</i> <input type="checkbox"/> <i>Unlikely</i> <u>Desirability</u> <input checked="" type="checkbox"/> <i>Desirable</i> <input checked="" type="checkbox"/> <i>Unimportant</i> <input type="checkbox"/> <i>Undesirable</i> <input checked="" type="checkbox"/> <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> <i>Necessary</i> <input checked="" type="checkbox"/> <i>Moderately Useful</i> <input type="checkbox"/> <i>Of Little or No Use</i> <input checked="" type="checkbox"/> <i>Disagreement</i>	
A Culture Center for Youth, perhaps in an old barn or building, for participation of youth and other interested members of the family in creative arts: music, slide lectures, discussions, sculpture, painting, and to provide a place for socializing	<ul style="list-style-type: none"> provide a link between inside and outside of school activities of youth enhance enjoyment of present culture: its music, its art increase exposure of and contact with artistic talent in the community and retain creative artists provide a place for youth to meet, and reduce their need to go out of town for entertainment enhance local pride and communication 	●●●●●●●●	●●●●●●●●	<ul style="list-style-type: none"> number and types of programs available for youth attendance at cultural or community events (plays, operas, movies, etc.) and requests for repetition number of artists, musicians, etc. in community incidence of use of public spaces by youth (and other sectors of the community) for semi-organized events open to participation by all incidence of teenage drug use incidence of suicides incidence of road accidents involving youth students' scores on original thinking or creative ability tests number and percent of entries by youth in community art fairs incidence of youths leaving community to "find something to do" incidence of vandalism by youth number of youths milling about town with nothing to do 	●●●●●●●●

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AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="checkbox"/> Likely <input checked="" type="checkbox"/> As Likely as Not <input type="checkbox"/> Unlikely	<u>Desirability</u> <input checked="" type="checkbox"/> Desirable <input checked="" type="checkbox"/> Unimportant <input type="checkbox"/> Undesirable <input checked="" type="checkbox"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> Necessary <input checked="" type="checkbox"/> Moderately Useful <input type="checkbox"/> Of Little or No Use <input checked="" type="checkbox"/> Disagreement	
A Fine Arts Center (perhaps in cooperation with other towns) providing expert guidance and facilities for instruction and individual practice to talented young (13-20 years old) in Art, Music, and Drama	<ul style="list-style-type: none"> encourage young (13-20) talent develop individuals who could become outstanding performers 	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> test scores and evaluation by professionals of basic capabilities and interests attendance, by age group, at art centers incidence in exodus of native talent to Europe, or the West Coast (especially in field of musical arts) number of youths attending professional classes in the performing arts, dancing, drama, singing number of art classes, and the like, in schools number of school cultural performances (e.g. plays, dances, etc.) and quality of these in the judgment of those who have participated in or seen others in the past 	<input checked="" type="checkbox"/>	

AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="checkbox"/> Likely <input checked="" type="checkbox"/> As Likely as Not <input type="checkbox"/> Unlikely	<u>Desirability</u> <input checked="" type="checkbox"/> Desirable <input checked="" type="checkbox"/> Unimportant <input type="checkbox"/> Undesirable <input checked="" type="checkbox"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> Necessary <input checked="" type="checkbox"/> Moderately Useful <input type="checkbox"/> Of Little or No Use <input checked="" type="checkbox"/> Disagreement	
"Living" monuments (libraries, museums, community centers) rather than statues, dedicated to historical individuals and events	<ul style="list-style-type: none"> insure that monuments do not become static expressions of past concepts and values 	<input type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> number of public buildings, streets, etc. named after local or national celebrities number of people (e.g., youngsters) who know about the people being celebrated (when they lived, what they did) and why a particular type of monument was erected for or by them (e.g., "Why the New Haven Green?") type of activities, attendance and use generally in or around various monuments 	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> X	

AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ● <i>As Likely as Not</i> ○ <i>Unlikely</i>	<u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> X <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> X <i>Disagreement</i>	
Subsidies for young artistic talent for public outdoor displays and monuments (as was done with WPA)	<ul style="list-style-type: none"> • allow and encourage creative artists to contribute to their own communities • improve opportunities for young nonprofessionals to gain experience and exposure • keep the creative artists in the community 		● ○ ○	● ● ●	<ul style="list-style-type: none"> - number and type of works produced by local talent - number and type of artistic objects displayed or performances given in public, in the community vs time - incidence of movement of artists from the community - number of artists, etc., on public works projects, planning boards, etc. - incidence of recognition given to local artists from sources outside the community (word of mouth, popularity or professional interest generated by their works or performances) vs the number of times they have been of service to local schools - number of private community projects for youthful artists and students - measured effects of local artists on the political life of the community - aesthetic quality of many local communities, especially the traditional "Green" - number of artists in community 	● ● ● ● ● ● ○ X X

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AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ● <i>As Likely as Not</i> ○ <i>Unlikely</i>	<u>Desirability</u> ● <i>Desirable</i> ● <i>Unimportant</i> ○ <i>Undesirable</i> X <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ● <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> X <i>Disagreement</i>	
Instruction in film and TV for students and adults, e.g., summer internship programs for students in TV stations	<ul style="list-style-type: none"> • enhance discrimination of movie and TV viewers • provide skills useful in today's society • establish bond of communication between old and young in discussing movies 		○ ○ ○	● ● ●	<ul style="list-style-type: none"> - number of students requesting audio-visual courses in local schools - movie attendance, percent of population by age groups and types of movies each age group sees - number and type of discussion groups on movies and TV subjects - self-rating analyses of various community groups of expertise in films and TV - requests for employment or volunteer service in film and TV activities - number and type of activities (e.g. employment opportunities) in the community open to individuals knowledgeable in film and TV - number of TV-radio stations established in area - number of private schools teaching broadcasting or enrollments in such schools 	● ● ○ ○ X X X X

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AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input checked="" type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input checked="" type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Transmission of culture directly into homes, schools, and offices	<ul style="list-style-type: none"> • enhance civic pride • foster cultural awareness • reduce burden and responsibilities of schools • provide new and expanded means to instill direct propaganda (commercial, political) in population 		<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	X X X X	<ul style="list-style-type: none"> - student-teacher ratio - number of alternative cultural facilities or programs per capita compared to towns of different size - number of programs transmitted on TV to homes, schools, offices, which can be incorporated into or related to prescheduled local educational and cultural activities such as schools, churches, community groups, employers - number and type of local cultural or educational activities generated for TV transmissions to the community from the outside - number of items borrowed for home use from libraries, etc. - incidence of migration of groups in search of better educational opportunities than can be afforded locally - number of requests and comments for educational and cultural programs transmitted into homes, schools, and offices, in small towns 	<input checked="" type="radio"/> <input checked="" type="radio"/> X

AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input checked="" type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input checked="" type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
A public local Educational TV Service	<ul style="list-style-type: none"> • enhance awareness and pride in local cultural assets • increase exposure and income of local performers • lessen reliance on outside sources for most of the town's "culture" • increase involvement in modern culture 		<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	<ul style="list-style-type: none"> - citizen acceptance rating and public financial support of local educational TV service - acceptance ratings from organizations seeking to participate in local educational TV services - incidence of population traveling out of town for cultural events - number of local performers, artists available and extent of local exposure they receive - number of school-sponsored cultural events - rate of salary or fees for local performers and professionals on TV - number of minutes or percent of time of cultural programs on TV 	<input checked="" type="radio"/> <input checked="" type="radio"/> X

AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Use of public areas such as the town Green for the display of outdoor art (painting, sculpture, street theatre, dance, music)	<ul style="list-style-type: none"> • expose community to newer forms of art, culture • create a realistic expression of the community's creativity and pride • preserve the culture of minority-groups as a source of pride for minorities and for better intercultural understanding and appreciation 		●	●	<ul style="list-style-type: none"> - requests for space in public areas, such as town Green, for displays, fairs, etc. - registration and attendance at fairs, displays, etc. - incidence of racial conflict and increase in understanding - number of sculptures and other displays and performances on public thoroughfares and Greens - number of fairs and public gatherings, etc. by minorities and nonnationals in the area - number of artists on community boards, etc. - test score on awareness of new vocations among youth 	● ● ● ● ● ○ X

AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Upgrade qualifications of librarians and consolidate small libraries (serving less than 10,000 persons)	<ul style="list-style-type: none"> • insure good quality library services and materials for those serving less than 10,000 persons 		○	●	<ul style="list-style-type: none"> - percent of population with library cards - record of materials used from libraries per user - number of books, prints, etc., per capita - distance of library from residences (time vs frequency of visits) - education level of library staff (number with Bachelor's and higher degrees in library science) 	● ● ● ○ X

AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Regionalized development of major or unique facilities such as museums, aquariums, zoos, planetariums, concert halls, and theatres	• maximize the likelihood for a real and viable demand necessary to warrant the cost of building and maintaining large permanent cultural facilities • provide proper natural settings for zoos, aquariums and other outdoor facilities • ensure locations for museums, aquariums, zoos, planetariums, concert halls, theatres, etc. with good accessibility to all	●	●	- attendance at various facilities - number and type of services required by the users of such facilities (roads, gas stations, restaurants, parking) vs existing and projected services in the community - average distance of facility to residents using it vs number required to maintain facility - number and percent of citizens with no facility who leave area to visit in another city or state - number of universities in area with facilities - traffic densities in or around major facilities - noise, spatial and environmental characteristics of the facility vs that of surrounding area	● ● ● ● ● ● ● ●

AREA: CULTURE

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Normal high school education incorporating a conscious concern for community cultural development	• heighten public confidence in pressing for cultural improvements through the normal political process	●	●	- allotments of state and federal funds for such local cultural centers - local funds allotted to cultural activities - number of cultural improvements voted on by community - number and percent of population attending meetings (for or against) to raise or appropriate funds for cultural projects proposed in the community	● ● ● ●
A survey of the community of single landsites and buildings as well as whole historical areas (e.g., surrounding a green)	• enhance the ability to assess the community's potential for historical preservation	●	x	- number of sites and buildings of various historical periods (revolutionary, civil war, etc.) and their conditions and historical value (uniqueness, etc.) - number and type of visitors to various buildings, etc. - number of certifications of historic sites	● ● x

AREA: CULTURE

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<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes 	<p><u>Likelihood</u></p> <ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely <p><u>Desirability</u></p> <ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<p><u>Utility in Measuring Potential Consequences</u></p> <ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Standards for private and public development and maintenance, control in the architectural design of public buildings; land use and community development standards, etc., and a master architectural and graphics plan for the city</p>	<ul style="list-style-type: none"> • enhance conformance with natural beauty and historic personality in new developments regarding land use and architectural design • insure continued beautification rather than deterioration of architectural design • make natural and man-made beauty more widespread and evenly distributed throughout the community • insure better integration between architectural requirements, convenience, accessibility, and overall aesthetic requirements 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> - number of culture displays - number of new architectural forms in area - incidence of loss of historic sites, buildings, etc. - incidence of public or historic site land acquisition - extent, volume, and convenience of pedestrian vs automobile activity in the area - community ratings on the visibility, convenience, and impact of commercial signs to the driver and to the pedestrian - number of requests to policemen, gas station attendance, pedestrians, etc., for directions 	<ul style="list-style-type: none"> ● ● ● ● ● X X
<p>Regulations promoting a more diverse makeup of Boards and Commissions of public and semi-public institutions</p>	<ul style="list-style-type: none"> • make Boards and Commissions of public and semi-public institutions more responsive to the needs of the whole community 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> - incidence of public reaction to proposals initiated in the community promoting a more diverse makeup of Boards and Commissions of public and semi-public institutions - number of minority group members, artists, businessmen, teachers, and nonprofessionals on board 	<ul style="list-style-type: none"> ● ●

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INTER-PERSONAL COMMUNICATION

APPENDIX 11

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INTER-PERSONAL COMMUNICATION

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: the expression of needs, viewpoints, and desires, the ability to resolve conflict, and the opportunity to offer solutions to community problems.	for organizations, individuals, and groups	to enhance personal and community self-esteem, reduce alienation, and increase relevance of services and institutions
OBJECTIVES To provide for adequate: for: to enhance:		
PUBLIC EXPRESSION OF VIEWPOINTS, NEEDS, AND DESIRES <ul style="list-style-type: none"> . use of media by individuals and groups . assemblies (to exchange views and make needs known) . communication among officials and general public on policies PUBLIC COOPERATION AND OFFERING OF SOLUTIONS <ul style="list-style-type: none"> . constituent representation or involvement . recipient feedback, representation, or involvement in the operation of service agencies . self-help local activity . employer and employees . use of public media . emergency assistance PUBLIC KNOWLEDGE OF EXISTING SITUATIONS, OPPORTUNITIES, AND DUTIES <ul style="list-style-type: none"> . misinformation and rumor . deadlines . legal rights . available services and agencies . events sponsored by various groups . public issues 	VARIOUS INCOME GROUPS <ul style="list-style-type: none"> . higher than average . average or moderate . lower than average . restricted income: welfare, pensions, etc. VARIOUS COMMUNITY GROUPS <ul style="list-style-type: none"> . residents of the same or different neighborhood . ethnic groups . racial groups . newcomers or oldtimers VARIOUS AGE AND HOUSEHOLD GROUPS <ul style="list-style-type: none"> . adolescents . elderly . women in the home . family members . residents of the same street . apartment residents INDIVIDUALS OR GROUPS OPERATING IN VARIOUS SETTINGS <ul style="list-style-type: none"> . administrators, employees, and recipients of municipal or state services (health, education, welfare, law enforcement, etc.) . "confrontation groups" in the community (opposing parties, minorities, etc.) . individuals who cannot function in typical employment settings, or their employers . people on the street, in shops, etc. . youth in school 	PERSONAL AND COMMUNITY SELF-ESTEEM AND MUTUAL CONCERN <ul style="list-style-type: none"> . social interaction and communication (especially between groups or institutions which depend on but seldom talk to each other) . awareness of how people communicate . awareness of the needs of others . confidence in the ability to be of service . assurance that one's personal needs are remembered and others are capable and willing to assist . pride in local efforts and respect for others . respect for order and laws . respect for government and the political process RELEVANCE OF SERVICES AND INSTITUTIONS <ul style="list-style-type: none"> . awareness of available services . information to administrators and officials on needs and effectiveness of service . immediate assistance . updating organizations . respect among public and private institutions, their employees, and the consumer

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
PROGRAMS <ul style="list-style-type: none"> . neighborhood development corporations . group meetings (e.g., dialogue groups) . community workshops . media dialogue programs (e.g. on radio) . educational or training seminars . neighborhood sounding boards . dial-a-friend services . referral services . outdoor public gatherings . volunteer recruiting services FACILITIES <ul style="list-style-type: none"> . communication means (radio, TV, newspapers, newsletters, etc.) . community centers and meeting places, store-front offices, etc. . benches and places to sit and watch or be with others . parks and squares . telephone lines for rumor control or for emergencies FINANCIAL ASSISTANCE <ul style="list-style-type: none"> . volunteer rewards . subsidies for institutions providing community service (e.g. local TV, radio) 	PUBLIC AGENCIES <ul style="list-style-type: none"> . organizational structure as it relates to communication at various levels . staff responsiveness (officials, administrators, supervisors, field workers, inspectors, etc.) SCHOOLS <ul style="list-style-type: none"> . curriculum as it relates to student interaction . staffing NEIGHBORHOOD LEADERS; CITIZEN GROUPS; PARTY OFFICIALS; COMMUNITY WORKERS AND VOLUNTEERS; ETC.	NEIGHBORHOOD COALITIONS <ul style="list-style-type: none"> . volunteer agencies . neighborhood development corporations (local and among communities) PUBLIC SERVICES <ul style="list-style-type: none"> . various welfare or special services . services provided locally and those centralized for whole areas . public services at neighborhood level SCHOOLING <ul style="list-style-type: none"> . communication from one community school to another (faculty, students) . high schools with universities (faculty and students) PUBLIC-PRIVATE COORDINATION AND USE OF EXISTING SERVICES AND FACILITIES <ul style="list-style-type: none"> . radio, TV, news media for local purposes (in sponsoring campaigns, in encouraging dialogue on issues affecting the community, etc.) . schools for neighborhood meetings and programs . shopping centers and malls for events and gatherings . streets for public purposes 	PUBLIC ASSEMBLY <ul style="list-style-type: none"> . town meetings . right of assembly in public spaces, shopping areas, schools, etc. CONTROL OF MEDIA <ul style="list-style-type: none"> . local programming and presentation of local issues REPRESENTATION <ul style="list-style-type: none"> . boards, commissions, and representative bodies INSTITUTIONS AND AGENCIES <ul style="list-style-type: none"> . responsibilities of various public and private agencies . employer duties

AREA: INTER-PERSONAL COMMUNICATION

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<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input checked="" type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
A 24-hour Interpersonal Communications Center (not an Emergency Center) in the center of town for discussion and information, or a "Propaganda Center" to supply complete information on issues	• provide citizens with a broad scope of pro and con information on any given subject • improve community communication and information on issues • overcome fear, suspicion, and apprehension		<input type="radio"/>	<input checked="" type="radio"/>	- number of telephone calls in which information is requested, by category - number and percent voting on local issues - number of complaints or comments received by social or municipal agencies and staff time available to handle them	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>
Funding or other means of allowing public use of news, radio and other communication media such as 30 seconds of free TV time per year for broadcasting use by each family (to be used individually or with others)	• decrease the sense of powerlessness and alienation in the community		<input type="radio"/>	<input checked="" type="radio"/>	- number and percent voting - number and percent registered to vote - number of requests for positions on community boards - composition of commissions and boards	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>

AREA: INTER-PERSONAL COMMUNICATION

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Opportunities through newspaper columns and "Meet the Press" type radio shows for individuals to question and exchange views with local officials	• bring citizens in closer touch with officials • make officials more responsive		<input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/>	- number of phone contacts and visits to City Hall - number of complaints by citizens on actions taken, time elapsing - number of complaints by citizens of official lack of responsiveness - number of letters sent to offices of officials - number of radio-TV interviews with public officials - specific measures of progress in issues outlined by officials during their election campaign	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>
A minority group newsletter	• enable minority groups to communicate effectively • develop in minority groups a sense of community and self-awareness • enhance ability of minority groups to share ideas, problems, solutions		<input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	- number and readership of minority group newspapers - number of community-minority sponsored projects, socials, affairs, etc. - radio-station air time used or devoted to minority groups	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>

AREA: INTER-PERSONAL COMMUNICATION

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A public relations program to enlist volunteer services of women whose lives have become too circumscribed, narrow or empty, or who feel they have some time to spare, and who might find fulfillment through assisting in schools, hospitals, helping young mothers, working on community problems, etc.	<ul style="list-style-type: none"> • provide greater self-fulfillment for women in the community • enhance social interaction in the community • supply personal services which could not otherwise be afforded 		<input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	<ul style="list-style-type: none"> - number of unemployed women in area - number of single women under 30, and married women with no children or adult children - job vacancies in hospitals and other medical service areas - value of time donated by volunteers in the community 	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input checked="" type="radio"/> X

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AREA: INTER-PERSONAL COMMUNICATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input type="checkbox"/> Services and Functions <input checked="" type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Educational seminars, training and counseling in schools and industry for municipal employees and officials, realtors, business leaders, minority groups, and other citizens	<ul style="list-style-type: none"> • improve understanding of how people communicate • improve working and teaching conditions in schools and business 		<input type="radio"/> <input type="radio"/>		<ul style="list-style-type: none"> - number and percent of various groups attending public meetings, boards, etc. - number of public complaints of mishandling by agencies and businesses - number of strikes and lock-outs in schools - number of strikes and lock-outs in municipal agencies 	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Payment (or some clear indication of reward) for "volunteers" working with Neighborhood Corporations	<ul style="list-style-type: none"> • alleviate staffing difficulties of neighborhood corporations • provide tangible evidence of accomplishment and community respect for individuals from low income areas who devote time and effort to public service 		<input type="radio"/> <input type="radio"/>		<ul style="list-style-type: none"> - number of vacancies in neighborhood corporations - number of unfulfilled projects in service agencies - number of volunteer hours and total number of man hours served - complaints to service agencies by those working in them or by their neighbors - attendance at gatherings devoted to recognition of volunteers - number of certificates presented or awards for volunteer hours 	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> X

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AREA: INTER-PERSONAL COMMUNICATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not • Unlikely <u>Desirability</u> • Desirable • Unimportant • Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful • Of Little or No Use x Disagreement	
Opportunities for 11th and 12th grade students to spend a semester in a school other than the one they are attending	• enhance communication between students from public and private schools and from affluent and poverty areas	<input type="radio"/>	<input checked="" type="radio"/>	- number of friends listed from outside of neighborhood - number of students interested in social work careers - number of different neighborhoods in which individuals have lived and spent time	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
New educational methods in schools	• give young individuals new images of self, community, and the world • provide greater citizen involvement in community development • teach intelligent voting to the young and improve their ability to participate in political process	<input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>	- number of school activities involving participation between races, students and faculty and parents, for cooperative planning - number of students who involve themselves in community development - number of conflict situations coming to attention of school officials	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>

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AREA: INTER-PERSONAL COMMUNICATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not • Unlikely <u>Desirability</u> • Desirable • Unimportant • Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful • Of Little or No Use x Disagreement	
One special service community organization covering social work, physical and mental health, various forms of family and personal assistance, which is separate from schools, functions year-round and throughout the week (18 hours a day), and has specialists in various areas (social work, psychiatry, psychology, demography, and urban planning)	• provide regulatory authorities (e.g., the police) with ready access to a comprehensive array of professional assistance • provide an objective agency which does not have other custodial responsibilities • provide immediate service in social assistance areas • provide a single center where all factors of an individual's life can be properly addressed	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	- number of referrals of one agency to another - number of clients who must go to various agencies for satisfaction of a given request - number of individuals duplicating functions in numerous agencies and service organizations	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>

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AREA: INTER-PERSONAL COMMUNICATION

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ○ Moderately Useful ○ Of Little or No Use X Disagreement	
Standards or other means to encourage or force public media (radio, TV, newspaper, etc.) to inform the community at large of local neighborhood activities and encourage minority groups to become involved in the political process	• develop community pride in local activities performed by various racial and interest groups • reduce mistrust and apprehension of minority groups toward city government		<input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/>	- number of requests, for information to public agencies about local activities on the part of various segments of community - number and percent of nonminority participation in minority social-cultural functions and vice versa - number and percent registered to vote and voting in local elections - comparative tests of readership of local media - number and percent of minority groups with municipal agencies or seeking election to local positions	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Deletion of unenforceable regulations from laws covering the right of assembly and the freedom to demonstrate	• allow individuals to collectively express their needs, desires, and viewpoints without disrespect for the law		<input type="radio"/>	<input type="radio"/>	- number of demonstrations, peacefully conducted compared to those resulting in riotous action - number of complaints against police handling at demonstrations - number of assemblages and number of participants in each - number of arrests for disorderly assembly	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> X

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GENERAL MUNICIPAL GOVERNMENT

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: the effective operation of various executive, legislative, and judicial functions,	so that the community	may manage its resources with maximum economy in a way which is responsive to citizen needs
OBJECTIVES To provide for adequate: for: to enhance:		
PUBLIC AWARENESS <ul style="list-style-type: none"> ability to discuss openly, obtain, and distribute accurate information on matters affecting (or of interest to) the citizenry timely presentation of issues, possible solutions, and decisions taken insight on the performance of government and its various officials REPRESENTATION OF VARIOUS INTERESTS <ul style="list-style-type: none"> voter participation in choice of candidates and representatives citizen contribution to resolution of issues affecting them citizen participation in government programs representative bodies reflecting various community group interests and concerns competitive party structures (opportunity for party ascendancy, prevention of collusion, etc.) PUBLIC DECISION-MAKING PROCESS <ul style="list-style-type: none"> accountability of various government branches and officials timely decisions on issues continuity in fiscal, economic, and social planning and personnel management communication and dialogue (among communities, with state and federal government, with private sectors, and of officials with the public) 	VARIOUS GROUPS, ACCORDING TO <ul style="list-style-type: none"> income (welfare, low or restricted, moderate, high) race (black, white, latin, other) residential location (neighborhoods, inner or outer city, etc.) degree of political participation (registered, voting, etc.) contribution to the tax base (home-owners, renters, owners of commercial, industrial, or tax-exempt property, etc.) VARIOUS POLITICAL PARTIES, REPRESENTATIVES, GROUPS, AND INDIVIDUALS <ul style="list-style-type: none"> incumbent party party out of office small or independent parties representatives of minority groups, neighborhood coalitions, etc. ad hoc citizens groups interested citizens and prospective candidates VARIOUS INSTITUTIONAL INTERESTS <ul style="list-style-type: none"> industry commerce and business financial interests universities agriculture large landowners other 	ABILITY TO REDUCE CONFLICTS AND BRING GROUPS TOGETHER TO ACT IN THE COMMON INTEREST <ul style="list-style-type: none"> clarification of issues, needs, and priorities reduction of misinformation, rumors, etc. provision of orderly channels for instituting change protection of individual rights attraction and reward of private and individual initiative reduction in mistrust, suspicion, and fear of government, institutions, and groups in society enhancement of community morale and pride PROVISION OF SERVICES AND OPERATIONS <ul style="list-style-type: none"> anticipation and prevention of long-term problems response to immediate needs, priorities, and complaints MANAGEMENT OF RESOURCES <ul style="list-style-type: none"> taxes and borrowings use of local funds distribution, utilization and preservation of natural resources regional, state, or federal funds

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WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: the effective operation of various executive, legislative, and judicial functions,	so that the community	may manage its resources with maximum economy in a way which is responsive to citizen needs
OBJECTIVES (Continued)		

ADMINISTRATION OF MUNICIPAL SERVICES (PUBLIC AND PRIVATE) <ul style="list-style-type: none"> planning and programming (social and physical needs) budgeting and fiscal management economies of scale and methods of operation (overlapping or inappropriate jurisdictions) compatibility in services and planning among public and private agencies guidance, regulation, and facilitation of private investment (residential, commercial, industrial, etc.) 	OUTSIDE PUBLIC AUTHORITIES WHICH ALSO SERVE THE COMMUNITY <ul style="list-style-type: none"> state and federal agencies and departments state planning officials, legislators, etc. representatives and officials in neighboring communities MISCELLANEOUS COMMUNITY CONTRIBUTORS <ul style="list-style-type: none"> dedicated individuals, leaders, and volunteers small business and merchants volunteer agencies and community groups prospective industry and commerce others 	REPRESENTATION IN INTERGOVERNMENTAL RELATIONS AND PROGRAMS <ul style="list-style-type: none"> regional contracts and agreements state and federal programs and legislation state and federal agencies
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GENERAL MUNICIPAL GOVERNMENT

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>GENERAL MANAGEMENT (Specify particular areas in which there is a need for:)</p> <ul style="list-style-type: none"> . preparation and submission of proposals . investigations and reports . adoption of plans and regulations . budget preparation, appropriations, and control of expenditures . establishment of fiscal obligations (bonds, tax rates, loans) . personnel management . maintenance of town records . judicial services . general changes in procedure <p>RELATIONSHIP WITH THE PUBLIC</p> <ul style="list-style-type: none"> . council or town meetings . open or closed hearings . public interviews, question and answer periods, visits by officials, etc. . publishing of agendas, reports, meeting notices, etc. . public education in government . voter registration and services . primaries, referenda, and elections . caucuses, town committee meetings, and informal communication <p>MUNICIPAL FACILITIES AND EQUIPMENT</p> <ul style="list-style-type: none"> . purchase . construction . maintenance 	<p>COMMISSIONS, DEPARTMENTS, BOARDS, AND AUTHORITIES</p> <ul style="list-style-type: none"> . planning and zoning . building, development, redevelopment, housing. . parking . fire, police . health, education, welfare . parks, recreation, conservation . industrial development . tax review . public works, sanitation <p>ELECTED AND APPOINTED OFFICERS</p> <ul style="list-style-type: none"> . mayor, city manager . selectmen . councilmen . city planner . zoning and building inspectors . school superintendent . tax assessor, collector . appointees (partisan, non-partisan, independent) . clerks, registrars . comptroller, treasurer . attorney, common counsel . sheriff, constables, wardens . justices of the peace . personnel director . other 	<p>FISCAL</p> <ul style="list-style-type: none"> . establishment of accurate cost estimates (added services and facilities) . establishment of accurate revenue estimates (from added development in town) . use of state and federal assistance . resolution of differences among Chief Executive, Board of Finance, Board of Education and Common Council, etc. (in establishing fiscal priorities) <p>PERSONNEL</p> <ul style="list-style-type: none"> . continuity and clarity of policies and bargaining responsibilities . recruiting and transferring among communities or departments <p>SERVICE CONSOLIDATION</p> <ul style="list-style-type: none"> . intertown or regional (fire, police, waste disposal, health, recreational development, etc.) . cooperative arrangements for land acquisition and financing <p>COMMUNITY DEVELOPMENT</p> <ul style="list-style-type: none"> . zoning and land use . social needs . tax base 	<p>TOWN CHARTER AND ADMINISTRATIVE PROCEDURES</p> <ul style="list-style-type: none"> . mayors, selectmen, town manager, common council, town meetings, etc. . authority and accountability (boards and commissions, department heads, the mayor, etc., to each other and the public) . approval for budgets, capital outlays, routine appropriations, etc. . public grievance procedures, calls for meetings, hearings, and referenda <p>PERSONNEL PROCEDURES</p> <ul style="list-style-type: none"> . civil service regulations . appointment and/or dismissal (department heads, directors, etc.) . promotion or transfer of employees . salaries and pensions . standards of competence, education, experience, etc. . the right to organize, bargain, and strike <p>CONTRACT PROCEDURES WITH PRIVATE SECTOR</p> <p>TAXATION AND ASSESSMENTS</p>

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PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
<p>MUNICIPAL SERVICES</p> <ul style="list-style-type: none"> . fire . police . health . education . welfare . parks and recreation . public works <p>OTHER MUNICIPAL FUNCTIONS</p> <ul style="list-style-type: none"> . community relations . city planning . zoning . building . redevelopment . parking . conservation . tax assessment, collection, and review 	<p>TEMPORARY COMMISSIONS, AD HOC GROUPS, AND NEIGHBORHOOD REPRESENTATIVES</p>	<p>ADMINISTRATIVE OPERATIONS</p> <ul style="list-style-type: none"> . work load and responsibilities (of committees and officials) . boards and department directors . composition of boards and commissions . citizen participation <p>COOPERATION WITH OTHER PUBLIC AUTHORITIES</p> <ul style="list-style-type: none"> . state and federal agencies and departments . state planning officials, legislators, etc. . representatives and officials in neighboring communities <p>MANAGEMENT OF CONTRACTS WITH PRIVATE SECTOR</p> <ul style="list-style-type: none"> . urban renewal, housing, etc. . utilities, roads, transportation, etc. 	<p>PERMITS AND APPLICATIONS</p> <ul style="list-style-type: none"> . required from private investors in the community (industry, developers, small builders, and home owners) . required from individuals desiring to take advantage of various assistance programs <p>NOMINATIONS, ELECTIONS, APPOINTMENTS</p> <ul style="list-style-type: none"> . selection of candidates (primaries, caucuses, town committees, etc.) . appointed officials . minority requirements . voter registration and elections . public information . boards and commissions

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions • Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Greater numbers of voting polls in varied locations accessible to low income, elderly, and minority groups; increased voter registration services; revision of election and voter registration laws permitting door-to-door registration and neighborhood registration year round	<ul style="list-style-type: none"> • facilitate citizen participation in the political process • enhance ability of minority groups and working people to get registered • increase involvement of low-income, minority groups and elderly • increase responsiveness of elected officials to low income, minority, and elderly groups • provide a legal channel for change for low-income, elderly, and minority groups 		<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<ul style="list-style-type: none"> - number (or percent) of registered voters--for elderly, low-income, and minority groups - number (or percent) voting--for elderly, low-income, and minority groups in various locations - number of individual and group requests compared with actions taken - number of elderly, low-income, and minority groups attending public hearings 	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/>

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input checked="" type="checkbox"/> Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="radio"/> Likely <input checked="" type="radio"/> As Likely as Not <input type="radio"/> Unlikely	<u>Desirability</u> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement	
Housing and local amenities at reasonable cost and of reasonable quality	<ul style="list-style-type: none"> • reverse migration from central cities of the age group normally most qualified to provide leadership in a community (middle-aged heads of family) • relieve recruitment problems within various departments (e.g., firemen and highway construction and maintenance and other public works) by ensuring that young families and individuals are not priced out of the community 		<input type="radio"/> <input type="radio"/>	<input checked="" type="radio"/> <input checked="" type="radio"/>	<ul style="list-style-type: none"> - compare residence location with marital status, salary, and position of government employees and officials - periodic judgment of school superintendent and town manager on recruiting difficulty from lack of housing and rent and price ranges - number of persons age 35-50 in city vs suburbs - number of people age 20-25 leaving the city or community from which they graduated high school, number who have stayed, and number who have come in from outside - price and availability of housing units relative to the demand from 20-35 family heads with moderate income - average age of community leaders 	<input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement	
Nonpartisan elections of the Board of Education (candidates being nominated by petition)	• permit use of much talent in community that is not used • permit Board members to be responsive to the entire community and not to political bosses	○	●	- number of requests from individuals and groups vs action taken by Board and delay in taking such action - number of times Board members endorse position of party - percent dissatisfied over professional qualifications of Board members, among persons affected (e.g., parents vs Board of Education)	● ○ X
More politicians in elected office with business and management training; encouragement of business to provide incentives (financial, public relations, etc.) for qualified individuals to run for public office	• provide competent top-level administrators of town government, able to make informed decisions and "ask the right questions!"	○	●	- comparison of actual performance of elected officials with specific objectives outlined at time of taking office and as revised after one year of office - number of business and managerial persons elected to office - percent of managers, top level personnel, etc., without previous administrative as well as "grassroots" leadership experience - budget deficits and time delays in various city departments	● ○ ○ ○

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ○ As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement	
An executive administration with permanent personnel (permanent legislative personnel, a full-time professional town or city manager); and/or a personal staff for elected chief executive officers to assist in independently gathering and sorting information on public issues	• give continuity to town government and use experience gained from other towns • reduce haphazard planning, fiscal management, and personnel policies • achieve greater experience and knowhow in ways to secure Federal/State grants • reduce dependence on "seat-of-the-pants" decisions, while at the same time avoiding expensive consultants and non-applicable academic studies	●	●	- number of Federal and State grants requested and received by municipality, as well as a ratio of the two - rate of job turnover of administrative officials (including mayor) - number and rate of projects started but never completed at initial cost estimates and difference in such costs - expenditures or savings on consultants vs expenditures or savings on permanent staff in terms of time and money	● ● ● ●
Expansion or improvement of educational preparation or professional skills required for the administration of government (skills in management and community relations)	• strengthen the level of community management • head off growing gap between citizens and town bureaucrats	●	●	- number and type of citizens voting for and against the town budget and various appropriations - number and percent of administrators and middle-level government personnel with Bachelor's, Master's, or Ph.D. degrees - number of administrators, etc., teaching courses in management, human relations, etc. - number of administrators, etc., with previous experience in more than one branch or level of government	● X X X

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions ✓ Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
Salaries of elected positions comparable to those offered to similar appointed positions (e.g., salaries of mayors comparable to those of town managers if the responsibilities are comparable); salaries and pensions in town government more comparable to those in similar level occupations in private industry or in education	<ul style="list-style-type: none"> • raise attractiveness of government jobs • raise governmental professionalism 		●	x	<ul style="list-style-type: none"> - percent of time (or hours) spent by elected officials for duties directly connected with their elected office - income of elected officials compared to appointed officials in similar communities - number of professionally qualified persons applying for either elected or appointed positions - income of elected officials compared to their previous jobs 	●
A full-time personnel director in the community	<ul style="list-style-type: none"> • inform both employer and employee of rights and regulations • ensure bargaining continuity • monitor the quality of new employees • ensure more careful selections of new employees 		○	●	<ul style="list-style-type: none"> - number of lock-outs or strikes - job turnover rate of city employees - number of pension or medical insurance misunderstandings and complaints - availability of published information regarding rights and regulations for employees - turnover of individuals who handle personnel decisions for the community vs that of union leaders - number of delays in bargaining with city personnel - number of cases when initial bargaining agreements are rejected by a higher authority 	●

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions ✓ Staffing and Operations • Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
Opportunities for transfers or promotions across city departments (e.g., from fire to police) or from community to community within one or more departments	<ul style="list-style-type: none"> • enhance mobility of personnel and hence recruitment at every level • allow for effective career development in local government • develop individuals for higher executive offices with experience in several branches of government • cause resistance by officials who are not permanent residents 		●	●	<ul style="list-style-type: none"> - number of transfers between departments - average rate of promotion for employees in various departments - number of options for employees in areas where promotion is blocked due to a lack of openings at higher levels - number of employees who resign from local government to accept positions elsewhere - number of persons in executive positions who have had experience in other branches of government - number of applicants from same and from different departments for available civic jobs - average number of agencies or departments in which individuals have been employed 	●
A full-time city attorney	<ul style="list-style-type: none"> • improve legal services and reduce work for commissions and committees 		○	●	<ul style="list-style-type: none"> - waiting time for legal opinions on town business matters - number of items on backlog list of court cases, and of legal work in drafting and preparing legislation - number of legal deadlines and settlements of cases missed vs time - number of items on backlog list 	●

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>A program to generate community-wide consensus on general guidelines regarding the population the town should attempt to absorb and/or the specific environmental aspects it should seek to preserve</p>	<ul style="list-style-type: none"> • increase government and public awareness of fundamental planning choices • make planning more responsive to overall community objectives • reduce effectiveness of town planning functions because of too many fingers in the pie 		●	●	<ul style="list-style-type: none"> - availability of and demand for published up-to-date information on community planning programs - number of resolutions passed by town meeting vs time - number of disgruntled citizens during and after project planning - number and percent in labor force unemployed of various ages, professions, incomes, etc. (i.e., heterogeneity of citizens vs composition of unemployed in the state) - number of public meetings and forums, etc., on planning choices and attendance at these 	<ul style="list-style-type: none"> ● ○ x x x x

AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ○ As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ○ Unimportant ○ Undesirable x Disagreement 			<ul style="list-style-type: none"> ● Necessary ○ Moderately Useful ○ Of Little or No Use x Disagreement 	
<p>Establishment of entities for the evaluation of regional solutions, such as formation of councils of elected officials by region, participation in joint intercity functions, an inter-government advisory agency attached to the Town Council, and/or assistance in programs designed to solve region-wide problems</p>	<ul style="list-style-type: none"> • improve ability to study and evaluate types of involvement on a regional basis 		●	●	<ul style="list-style-type: none"> - number of friends or associates which an official has in other municipal governments or agencies - cost per capita of services in smaller communities vs cost for similar services in larger communities - number and frequency of regional level meetings (for various purposes) - number of services provided in individual municipality vs number requested by citizens 	<ul style="list-style-type: none"> x ● ○ ○
<p>A Single Public Works Department combining various maintenance tasks in the community (roads, parks and recreation, educational facilities)</p>	<ul style="list-style-type: none"> • make full use of equipment and staff on a year-round basis 		●	●	<ul style="list-style-type: none"> - use and time data for personnel and equipment 	<ul style="list-style-type: none"> ●

AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS		UTILITY OF THE INDICATORS
	Likelihood	Desirability			Utility in Measuring Potential Consequences		
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions ✓ Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ● Unimportant ○ Undesirable X Disagreement 			<ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement 		
<p>Elimination of minority party representation requirements on municipal boards</p>	<ul style="list-style-type: none"> • discourage collusion between party bosses • permit various parties to place candidates in nomination for each office • give the voter a greater choice • allow for greater turnover of ineffective representatives • reduce opportunity for minority party to achieve ascendancy • make it difficult for minority party to keep informed about what is going on 		<ul style="list-style-type: none"> ○ ○ ○ ○ ○ ○ 	<ul style="list-style-type: none"> X X X X ○ ○ 	<ul style="list-style-type: none"> - parties represented on various municipal boards - number of times same slates of candidates run on ballot - number of times certain candidates have been elected before; length of term in office - number of disclosures and scandals about activities of party in office - number of candidates proposed for various offices - number of parties represented on specific ballots over period of time 	<ul style="list-style-type: none"> ● ● ● ○ X X 	
<p>Elimination of the political town committee system and use of the caucus system and/or an ombudsman for solution or mediation of citizen grievances against governmental agencies</p>	<ul style="list-style-type: none"> • reduce citizens' suspicions and mistrust of government and public servants • reduce governmental indifference • increase the number of people who become involved in the selection of candidates • make primaries and political system more representative, much more open 		<ul style="list-style-type: none"> ○ ○ ○ 	<ul style="list-style-type: none"> ● ● X X 	<ul style="list-style-type: none"> - number (or percent) voting in primaries, number (or percent) taking part in caucuses, number (or percent) voting for town committees - number of complaints vs action taken by agencies (and delay time in such actions) - number of phone calls and visits to City Hall 	<ul style="list-style-type: none"> ● ● ○ X 	

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS		UTILITY OF THE INDICATORS
	Likelihood	Desirability			Utility in Measuring Potential Consequences		
<p><u>In the Following Category:</u></p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes 	<ul style="list-style-type: none"> ● Likely ● As Likely as Not ○ Unlikely 	<ul style="list-style-type: none"> ● Desirable ● Unimportant ○ Undesirable X Disagreement 			<ul style="list-style-type: none"> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement 		
<p>Reevaluation of the size of a political community, or alteration of effective community boundaries</p>	<ul style="list-style-type: none"> • enhance planning and coordination of services by better reflecting actual economic and communication networks, transportation centers, etc. • increase efficiency by combining services (such as police, waste, dumps, recreational land acquisition, etc.) for every 30,000-50,000 inhabitants 		<ul style="list-style-type: none"> ○ ○ 	<ul style="list-style-type: none"> ● X 	<ul style="list-style-type: none"> - number of services developed in cooperation with one or more towns - number of duplicated services per given boundary - number of inter-municipal problems (such as traffic, pollution, land acquisition) - number of different services for every 30,000-50,000 persons - number of requests for services not provided - number and frequencies of complaints about effects or ill-effects of neighboring community facilities 	<ul style="list-style-type: none"> ● ● ● ○ ○ ○ 	

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Reduced dependence on the property tax, such as legislation for income tax and other means of taxation of increased federal revenue-sharing with states	<ul style="list-style-type: none"> establish school budgets, zoning patterns, and industrial development on more objective or comprehensive criteria than resulting tax benefits or losses to community increase funds available to meet urban needs for services in education, housing, welfare, etc. lessen tax burden on personal property 		●	●	<ul style="list-style-type: none"> - funds required vs amount available if dependence on property tax is reduced ● - costs of services (education, utilities, etc.) per capita vs property tax revenue per capita associated with various forms and various densities of development, e.g., industrial vs residential, apartment vs single family housing ● - property tax rate vs time ○ - incidence of business and residents moving out of municipalities relative to those moving in ○ - sales of farms vs time ○ - number of property-owners' groups forming to complain against taxes X - per capita expenditures on various services for the community X 	●

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Streamlining of government organizations by such measures as creation of an Executive Administration staffed with professionals with training and experience; a Town Charter in communities where government is based on a mixture of Sections of General Statutes, Special Acts and Ordinances; an executive committee of all town boards and commissions, and/or a Town Manager form of government	<ul style="list-style-type: none"> broaden and strengthen the efficiency of town management provide more visible and better coordinated lines of authority and responsibility improve understanding of local government structure, problems, operations ensure coordination and minimize duplication of effort sharpen responsibility by eliminating overlap in boards and committees 		●	●	<ul style="list-style-type: none"> - existence of town charter or organizational chart clarifying responsibilities and procedures ● - attendance at town meetings ● - number of routine items coming before governments covered by no specific charter provision ● - number and cost of duplicated projects or tasks by various municipal agencies ● - cost of duplicate services and functions ● - number (or percent) of personnel providing duplicate services and functions ● - number of professional-degreed persons on staff ● 	●

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AREA: GENERAL MUNICIPAL GOVERNMENT

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely <u>Desirability</u> • Desirable • Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use x Disagreement	
A legislative body, an enlarged Board of Selectmen, or a Common Council, using the town meeting as a formal hearing device for the approval of town budgets and capital outlays on machines	<ul style="list-style-type: none"> • improve local government's ability to study and to develop support for needed legislation • centralize authority, especially on routine items • increase responsiveness to immediate needs • permit planning for development • improve coordination between selectmen and Board of Finance in planning future policy 	<ul style="list-style-type: none"> ● ○ ○ ○ ○ 	<ul style="list-style-type: none"> ● ● ● ● ● 	<ul style="list-style-type: none"> - amount of time available to various responsible Boards and representatives as well as the citizenry at large, to inform themselves and evaluate new legislation, budget proposals vs incidence of acceptance - amount of time devoted to planning as a function of incidence of plans accepted - number of routine items of business handled at Boards or town meetings 	<ul style="list-style-type: none"> ● ● ●

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NATURAL RESOURCES

PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: timely control of all activities and facilities affecting the natural environment, and protection and rehabilitation of over-exploited resources.	for individuals and organizations in the community.	to enhance the long-term utility of the environment and accommodate human and ecological requirements.
OBJECTIVES To provide for:		
<p>PRESERVATION AND DEVELOPMENT OF WATER RESOURCES (COASTLINES, RIVERS, STREAMS, LAKES, MARSHES, RESERVOIRS, WATERSHEDS, AND UNDERGROUND RESERVES)</p> <ul style="list-style-type: none"> control of effluents or discharges (from energy production facilities, sewers and septic tanks, dumps, water transportation, boating, etc.) protection of vegetation on edges and bottoms (from filling and dredging, dumping of solid waste, erosion, improper development, etc.) protection of natural drainage systems public access to scarce future water resources preservation of streams, marshes, etc., which sustain wildlife (local and migratory) <p>PROPER UTILIZATION AND DEVELOPMENT OF LAND (MOUNTAIN, CLIFFS, MAJOR LANDMARKS, SLOPES, FLATLAND, AND AREAS ADJACENT TO RIVERS, LAKES, AND THE SEA)</p> <ul style="list-style-type: none"> usage compatible with the potential value of soil, fauna, and vegetation for ecological and various human purposes maintenance of slope and drainage characteristics & control of erosion construction and distribution of facilities which take into account needs for future growth and needs for future utility expansion while minimizing land devoted to transportation, etc. 	<p>for (and in cooperation with):</p> <p>THE COMMUNITY IN THE FUTURE</p> <p>VARIOUS INDIVIDUALS AND GROUPS</p> <ul style="list-style-type: none"> local residents (in various areas) outside residents who regularly depend on community resources (e.g., down-stream or down-wind communities) visitors and vacationers those retired or engaged in leisure and recreation <p>ENTERPRISES WHOSE ACTIVITIES EMPLOY LOCAL RESOURCES</p> <ul style="list-style-type: none"> agriculture manufacturing commerce residential & business developers recreation industry municipal utilities energy suppliers and distributors <p>SPECIAL GROUPS AND INSTITUTIONS WITH PARTICULAR INTEREST IN THE OUTDOOR ENVIRONMENT</p> <ul style="list-style-type: none"> youth youth from central cities outdoor clubs and organizations (scouts, rod and gun clubs, etc.) local schools and universities contributors of major outdoor cultural and recreational assets (arboretums, local conservation groups, etc.) 	<p>to enhance:</p> <p>LIVING CONDITIONS</p> <ul style="list-style-type: none"> individual health and comfort (ability to breathe fresh air, drink clean water, be protected from excessive noise) quality of the home environment (cleanliness, ventilation, and ready access to outdoors) scenic enjoyment neighborhood pride <p>GROWTH OF PLANTS AND WILDLIFE</p> <ul style="list-style-type: none"> fertility of spawning and breeding grounds richness of wildlife habitats growth of woodlands and condition of clearings and open spaces ability of soil, water, and the outdoor environment in the community to provide for varied forms of life <p>RECREATION AND LEISURE ENJOYMENT</p> <ul style="list-style-type: none"> familiarity with the natural environment open space activities woodland activities water-related activities <p>OVERALL BENEFITS FROM ECONOMIC DEVELOPMENT</p> <ul style="list-style-type: none"> long term economic prosperity efficiency in the utilization of resources resource reclamation appearance and aesthetics

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PART A - BUILDING BLOCKS FOR GOALS AND OBJECTIVES

WHAT	FOR WHOM	WHY
POTENTIAL OVERALL GOAL		
TO PROVIDE FOR: timely control of all activities and facilities affecting the natural environment, and protection and rehabilitation of over-exploited resources.	for individuals and organizations in the community.	to enhance the long-term utility of the environment and accommodate human and ecological requirements.
OBJECTIVES (Continued)		
<ul style="list-style-type: none"> protection of major environmental features (e.g., key open spaces), design which preserves visual impact and scenic value of landscape, and care of forests and fields preservation of scarce natural features, for conservation, public recreational, and educational uses preservation of wildlife areas design, maintenance, and rehabilitation of urban areas to maximize appearance, climate, and utility reduction in the accumulation of litter, junk, and chemicals which reduce soil productivity <p>PRESERVATION OF ATMOSPHERIC QUALITY (REGIONAL, LOCAL, AND MICRO-SCALE)</p> <ul style="list-style-type: none"> control of pollution (from vehicles, energy plants, heating and air-conditioning, waste disposal, manufacturing, etc.) control of noise (from vehicles, construction and repair, garbage pickup, lawn-mowers, manufacturing, recreational activities such as boating, snow-mobiling, etc.) use of landscape and vegetation in absorbing noise and preserving temperature, humidity, and chemical balance design of open space to preserve shade, minimize wind, etc. 		

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NATURAL RESOURCES

PART B - COMMUNITY ACTION AREAS - Community actions may be considered in one or more of the main categories presented below. Within each category is a checklist indicating specific areas in which needs may currently exist, or in which needs may be anticipated over the next five years.

SERVICES AND FUNCTIONS	STAFFING AND OPERATIONS	PLANNING AND COORDINATION	LAWS, REGULATIONS, CODES
FACILITIES AND PROGRAMS FOR THE IMPROVEMENT OF <ul style="list-style-type: none"> sewage collection, treatment, and disposal trash and solid waste separation, collection, disposal and incineration resource rehabilitation (restocking, replanting, cultivation of soils, banks and slopes, highway borders, etc.) recreation and other human use (trails; picnic and camping, swimming, and boat launching areas; look-out points, sign posts and fences) COMMUNITY EDUCATION <ul style="list-style-type: none"> informative outdoor signs school, community or media programs and information centers VOLUNTEER PROGRAMS AND CAMPAIGNS <ul style="list-style-type: none"> for actual improvements for legislative feedback PROFESSIONAL ACTIVITY AND TECHNOLOGICAL ASSISTANCE <ul style="list-style-type: none"> maps and data surveys professional counseling preservation of areas for study LAND CONSERVATION PROGRAMS <ul style="list-style-type: none"> public acquisition private trusts PROGRAMS FOR THE REHABILITATION OF ALREADY DEVELOPED AREAS <ul style="list-style-type: none"> redevelopment beautification GRANTS, LOANS, AND SUBSIDIES	SUPERVISORY AND REGULATORY <ul style="list-style-type: none"> wardens rangers inspectors program administrators commissions volunteers (for all above) IMPROVEMENTS AND MAINTENANCE <ul style="list-style-type: none"> clearing and cleaning planting, trimming repairing volunteers (for all above) RESEARCH AND DATA COLLECTION <ul style="list-style-type: none"> scientists technicians assistants volunteers (for all above) PUBLIC EDUCATION AND PARTICIPATION	POPULATION <ul style="list-style-type: none"> distribution size LAND USE <ul style="list-style-type: none"> regional and local distribution neighborhood and residential mix relation to economic growth allocation of land for specific purposes WASTE DISPOSAL <ul style="list-style-type: none"> regional coordination, cycling and reuse FISCAL AND ECONOMIC GROWTH <ul style="list-style-type: none"> employment needs land use impact fiscal impact TRANSPORTATION <ul style="list-style-type: none"> air water land relation to land use WATER RESOURCES <ul style="list-style-type: none"> services for human consumption varied and multiple uses of lakes, rivers, streams, reservoirs impact of bordering development ENERGY PRODUCTION <ul style="list-style-type: none"> location of plants location of utilities PUBLIC VS PRIVATE EFFORTS	POLLUTION CONTROLS <ul style="list-style-type: none"> chimneys, exhausts sewage disposal litter and waste consumer products energy exchange and heat transfer LAND USE <ul style="list-style-type: none"> zoning setbacks appearance and aesthetics open space SPECIFICATIONS FOR UTILITIES AND SERVICES <ul style="list-style-type: none"> types appearance and aesthetics layouts CONSERVATION OF OPEN SPACES AND NATURAL RESOURCES <ul style="list-style-type: none"> extraction of minerals, water destruction of wildlife filling of marshes and streams destruction of vegetation erosion of land abandonment of open spaces TAXATION COMPLAINTS AND CLAIM SETTLEMENTS FORMATION OF PRIVATE CONSERVATION CORPORATIONS

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PART C - PANEL MEMBERS' SUGGESTIONS AS TO COMMUNITY DEVELOPMENT ACTIONS, CONSEQUENCES, AND INDICATORS OF COMMUNITY CONDITIONS BEFORE AND AFTER SUCH ACTIONS

AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
	Likelihood	Desirability				
In the Following Category: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Services and Functions <input type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Likely <input type="radio"/> As Likely as Not <input type="radio"/> Unlikely 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Desirable <input type="radio"/> Unimportant <input type="radio"/> Undesirable <input checked="" type="radio"/> Disagreement 			Utility in Measuring Potential Consequences <ul style="list-style-type: none"> <input checked="" type="radio"/> Necessary <input type="radio"/> Moderately Useful <input type="radio"/> Of Little or No Use <input checked="" type="radio"/> Disagreement 	
Public acquisition or reservation of sites for retail and office space	<ul style="list-style-type: none"> provide for the necessary growth of white-collar jobs in the community 	<input type="radio"/>	<input checked="" type="radio"/>	<ul style="list-style-type: none"> number and percent of white-collar jobs in the community number of want-ads for white-collar clerk jobs relative to laborer jobs percent of population graduating from high school and junior and senior colleges 	<ul style="list-style-type: none"> <input checked="" type="radio"/> <input type="radio"/> X 	
Open space acquisition of edges of rivers and other bodies of water, with town/state/federal funds, or through the creation of private land trusts	<ul style="list-style-type: none"> minimize flood damage preserve swimming areas provide open space for recreation guide and separate otherwise monotonous or crowded residential development minimize damage from transportation 	<ul style="list-style-type: none"> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> 	<ul style="list-style-type: none"> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> 	<ul style="list-style-type: none"> miles of beach per capita public grass acreage per capita flood relief costs per mile of coastline public grass acreage per residential acreage river bank repair per unit of traffic on same gallons of swimming space per capita 	<ul style="list-style-type: none"> <input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> X X 	

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AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ○ <i>As Likely as Not</i> ○ <i>Unlikely</i> <u>Desirability</u> ● <i>Desirable</i> ○ <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ○ <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Bicycle paths and trails; public ownership and preservation of millponds; proper use of water reservoirs for certain types of limited water recreation; trails and rest areas in already acquired open space and/or Development of mountains, rivers, and streams with walkways and hiking trails	<ul style="list-style-type: none"> • enlarge opportunities for wholesome outdoor activities, through proper care and development of woods, millponds, reservoirs, and open spaces • preserve scenic views • protect major natural landmarks from being destroyed by development 	● ○ ○	● ● ●	<ul style="list-style-type: none"> - amount of visible hilltops, river edges, etc., overtaken by development - number and length (miles) of trails and bicycle paths - number and percent of population using bicycle paths, trails, rest areas - residential location of users in nearby overcrowded facilities - number of cases and percent of physical unfitness in high school gym classes - dollar sales of recreation equipment (bikes, skis, water skis, motor boats, etc.) vs facilities in area - number of bicycle registrations relative to miles of bicycle paths available 	● ● ● ○ ○ X X

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AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ <i>Services and Functions</i> • <i>Staffing and Operations</i> • <i>Planning and Coordination</i> • <i>Laws, Regulations and Codes</i>	<u>Likelihood</u> ● <i>Likely</i> ○ <i>As Likely as Not</i> ○ <i>Unlikely</i> <u>Desirability</u> ● <i>Desirable</i> ○ <i>Unimportant</i> ○ <i>Undesirable</i> x <i>Disagreement</i>			<u>Utility in Measuring Potential Consequences</u> ● <i>Necessary</i> ○ <i>Moderately Useful</i> ○ <i>Of Little or No Use</i> x <i>Disagreement</i>	
Development of landscaped areas and corridors (parks, golf courses, highway borders, old rights-of-way)	<ul style="list-style-type: none"> • reduce and dissipate noise and heat pollution around highways, buildings, airports • protect quiet areas in parks and wilderness 	○ ○	● ●	<ul style="list-style-type: none"> - ratio of noise levels in landscaped corridors to noise levels in adjacent residential areas without such corridors - ratio of temperatures attainable near landscaped corridors to temperatures at U.S. weather stations in same area 	● ○
Ample and properly equipped parks within city limits accessible to pedestrians	<ul style="list-style-type: none"> • reduce crowding and aimless congregating of teenagers in shopping centers 	○	●	<ul style="list-style-type: none"> - amount of debris on town green - grass acreage per residential acreage in various locations 	○ ○
Modern waste disposal facilities; intermunicipal incinerator facilities with high-temperature combustion and adequate pollution control; new techniques for solid waste disposal involving recycling or compaction; acquisition and reservation of suitable waste disposal sites; improved pick-up services and requirements for litter and junk cars	<ul style="list-style-type: none"> • raise the efficiency of waste disposal • reduce air and water pollution • overcome shortage of land-fill sites • reduce soot and fly ash emission from waste disposal processes 	● ● ● ●	● ● ● ●	<ul style="list-style-type: none"> - ratio of solid waste completely burned to the total solid waste placed in incinerators - ratio of waste tonnage incinerated to tonnage used in land-fill - levels of air and water pollution - incidence of soot dispersion and removal - ratio of land-fill acres to residential acres 	● ● ● ● X

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AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input checked="" type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="checkbox"/> Likely <input type="checkbox"/> As Likely as Not <input type="checkbox"/> Unlikely <u>Desirability</u> <input checked="" type="checkbox"/> Desirable <input type="checkbox"/> Unimportant <input type="checkbox"/> Undesirable <input checked="" type="checkbox"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Moderately Useful <input type="checkbox"/> Of Little or No Use <input checked="" type="checkbox"/> Disagreement	
Substitution of sewer systems for septic tanks in residential areas that are crowded or have poor drainage	<ul style="list-style-type: none"> eliminate health hazards and prevent defacement of lawns and property from septic tanks 	●	●	<ul style="list-style-type: none"> percent of community on sewer systems vs density of development number and percent of septic tanks replaced number of septic tanks per dwellings in given area incidence of land contamination as a ratio of septic tank dwellings periodic survey of lawns 	● ● ● ○ X
Community educational programs	<ul style="list-style-type: none"> obtain better understanding by all concerned of the trade-offs involved in the use of natural resources 	○	●	<ul style="list-style-type: none"> number of classes offered in uses of natural resources number and percent of students taking classes in uses of natural resources 	● ○

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AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> <input checked="" type="checkbox"/> Services and Functions <input checked="" type="checkbox"/> Staffing and Operations <input type="checkbox"/> Planning and Coordination <input type="checkbox"/> Laws, Regulations and Codes	<u>Likelihood</u> <input checked="" type="checkbox"/> Likely <input type="checkbox"/> As Likely as Not <input type="checkbox"/> Unlikely <u>Desirability</u> <input checked="" type="checkbox"/> Desirable <input type="checkbox"/> Unimportant <input type="checkbox"/> Undesirable <input checked="" type="checkbox"/> Disagreement			<u>Utility in Measuring Potential Consequences</u> <input checked="" type="checkbox"/> Necessary <input type="checkbox"/> Moderately Useful <input type="checkbox"/> Of Little or No Use <input checked="" type="checkbox"/> Disagreement	
A student conservation corps to assist in the construction and maintenance of trails and rest areas, and to develop anti-pollution projects; a "Citizen's Alert" for reporting evidence of pollution violations	<ul style="list-style-type: none"> make the public more responsible for the quality of their own environment increase the commitment and involvement of all age groups in preservation of natural resources bring violations more quickly to the attention of officials and the public 	●	●	<ul style="list-style-type: none"> tonnage of litter picked up per capita numbers by type of vandalism in and around schools number of arrests for littering, vandalism 	● ○ ○

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AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely <u>Desirability</u> • Desirable • Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use x Disagreement	
Design of industrial parks and extension of services to industrial areas	• assist the economy • aid the development of young business in the community	● ○	● ●	- number of successes in attracting industry according to availability of industrial parks and restrictions imposed upon industries - grand list - number and percent unemployed - tax revenue - number of new business starts	● ● ● ●
Development of new neighborhoods as mixed use, heterogeneous, planned unit developments	• promote a friendly and socially varied residential environment	○	●	- ratio of types of residential units available in planned unit development with those provided by subdivision development - percent of plans submitted by Planned Unit Developers to the total number of completed projects - Planned Unit Developments granted by local government as percent of total development	○ ○ X
Downtown structures and suburban subdivisions which incorporate recreational, aesthetic, and social amenities as part of the development	• integrate recreation with other activities in the community	○	●	- number of recreation facilities per dollar value of industrial development	X

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AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> ✓ Services and Functions • Staffing and Operations ✓ Planning and Coordination • Laws, Regulations and Codes	<u>Likelihood</u> • Likely • As Likely as Not ○ Unlikely <u>Desirability</u> • Desirable • Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> • Necessary • Moderately Useful ○ Of Little or No Use x Disagreement	
Development of and access to waterfronts near downtown areas for recreational purposes (e.g., parks, strands, etc., possibly combined with marinas, restaurants)	• improve image of downtown • improve recreational opportunities for downtown residents and workers				
Integrated planning, linking development to employment growth; establishment of realistic functional and nuisance categories as a basis for planning	• prevent decay of urban areas • minimize need for public services • induce closer location of jobs to houses • minimize transportation demands	○ ○ ○ ○	● ● ● ●	- number and percent unemployed vs time - ratio of residential land to industrial development per area - ratio of industrial employees to residents in various areas - number of housing and building code violations vs time	○ ○ ○ X
Use of extra heat produced by electric generation or waste incineration for other purposes (e.g., using excess thermal energy for a municipal heating system)	• reduce heat disposal problems (into air or water) of electric generation or waste incinerator	○	●	- incidence of wild life destruction from industrial heat pollution - temperature of water in rivers, reservoirs, etc. - air temperature and humidity and incidence of fog - number of citizen complaints of thermal pollution of atmosphere and water	● ● ● X

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AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS		LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions ✓ Staffing and Operations ✓ Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely	<u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Planning made into a function of the executive (mayor's) office, and creation of an Environmental Quality Commission at state level and/or Shifting taxes away from real property	<ul style="list-style-type: none"> • make the management of natural resources more deliberate at both local and state levels • allow land use planning to be based on functional relationships rather than on tax revenue • ensure better use and relationship of uses of land 	● ● ○	● ● ●	- pattern of land development compared with established model or plans	●	

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PART C - (Continued)

AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ● Unimportant ○ Undesirable x Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use x Disagreement	
Uniform state regulations which allow, but control, the activities of industries which exploit local resources (especially mining)	<ul style="list-style-type: none"> • permit industries which exploit local resources to prosper while minimizing environmental damage • reduce need for long-distance transportation of goods (especially sand and gravel) which can be produced and used locally 	● ●	X X	<ul style="list-style-type: none"> - sand and gravel hauling costs - cost of redeveloping current industrial land vs cost of new land (virgin) acquisition 	● ●
Zoning or land acquisition and more widespread use of various forms of communication to eliminate strip development along commercial arteries	<ul style="list-style-type: none"> • increase shopping convenience and ease transportation demand • improve aesthetics of community • maintain viability of community culture 	● ● ●	X X X	<ul style="list-style-type: none"> - traffic density at various locations vs time - number of shopkeepers, businesses, etc., willing to install advanced communication equipment with access to home owners, housewives, etc. 	● ● ●
Use of national standards to anticipate recreational needs; designation and preservation of open space; strong regulations to protect already acquired open space	<ul style="list-style-type: none"> • ensure adequate land for future recreational needs • prevent raiding of land now designated as open space 	● ●	● ●	<ul style="list-style-type: none"> - per capita land available for recreation - incidence of sales of public and open space land for recreation or other than recreation purposes 	● ●

AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Zoning and subdivision regulation for structuring community growth so that public facilities may subsequently be provided within reach of those being served	. insure availability of land for future public community facilities (schools, hospitals, community centers, other services)	●	●	- per capita land used for services such as hospitals, schools etc., vs time	●
Architectural, landscape, aesthetic guidelines (regarding site setbacks, parking, solid waste containment, general garishness)	. minimize the intrusion of man-made commercial strip facilities and shops upon the natural landscape	●	●	- number of billboards - number of variances from ordinances requested by commercial land users - interview of local architects as to effect of community guidelines on their professional practice - number of tourists at various areas	● X X X
Ordinances to dispose of junk cars on private property; regular pick-up of roadside litter (other than occasional civic campaigns)	. maintain the appearance of roadsides and of private property adjacent to public areas	●	●	- number of abandoned billboards and cars in various areas - tonnage of highway litter per mile of road in various locations - number of roadside commercial and trash disposal facilities - number of cars impounded by police as abandoned - number of tickets issued for abandoned autos	● ● ● X X

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AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<u>In the Following Category:</u> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes	<u>Likelihood</u> ● Likely ● As Likely as Not ○ Unlikely <u>Desirability</u> ● Desirable ○ Unimportant ○ Undesirable X Disagreement			<u>Utility in Measuring Potential Consequences</u> ● Necessary ● Moderately Useful ○ Of Little or No Use X Disagreement	
Federal and state air and water pollution standards and controls; "on site" tertiary treatment (which removes chemical impurities) and recycling to protect water purity	. preserve water supplies for future needs . protect surface water supply areas or aquifers . maintain air quality	○	●	- water pollution levels at various locations - ratio of gallons of "unpolluted" water reserves to 1,000 persons vs time - percent of corporate tax revenues devoted to pollution control	● ● ○
Local ordinances or state laws to preserve remaining areas of open land, especially in areas being rapidly urbanized	. maintain openness and attractiveness of landscape . avoid overpopulation . avoid excessive pollution	○	●	- population density - atmospheric pollution levels - acres of open land per capita - open land acreage as ratio of developed and residential acreage	● ● ● ●
Taxing of land more than improvements	. encourage demolition of wornout buildings and improvements of good land . increase desire to rehabilitate	○	X	- ratio of dollars spent in demolition for given area to industrial tax dollars	●

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AREA: NATURAL RESOURCES

1. PROPOSED ACTIONS	2. POTENTIAL CONSEQUENCES OF THE ACTIONS	LIKELIHOOD OF THE CONSEQUENCE	DESIRABILITY OF THE CONSEQUENCE	3. MEASURABLE INDICATORS OF COMMUNITY CONDITIONS	UTILITY OF THE INDICATORS
<p>In the Following Category:</p> <ul style="list-style-type: none"> • Services and Functions • Staffing and Operations • Planning and Coordination ✓ Laws, Regulations and Codes <p>Financial assistance to agriculture in meeting economic and social problems; tax policies which do not drive tobacco growers to sell their land to developers, and better housing for tobacco workers</p>	<p><u>Likelihood</u></p> <ul style="list-style-type: none"> • Likely • As Likely as Not • Unlikely <p><u>Desirability</u></p> <ul style="list-style-type: none"> • Desirable • Unimportant • Undesirable • Disagreement <ul style="list-style-type: none"> • preserve existing open space and retain agricultural heritage • keep farms in production • preserve tobacco industry as a source of employment and as a contributor to the tax base • maintain a more diverse pattern of land use 	<p>● ● ● ● ●</p>	<p>● ● ● ● ●</p>	<p>Utility in Measuring Potential Consequences</p> <ul style="list-style-type: none"> • Necessary • Moderately Useful • Of Little or No Use • Disagreement 	<p>● ● ●</p> <ul style="list-style-type: none"> - ratio of agricultural (for example, tobacco) acreage to other acreage - number of acres (or percent of total area) of farms sold vs time - market value of homes bordering on or overlooking open agricultural land over time
<p>Mission-oriented zoning and other land-use controls; consideration of zoning and land use plans in terms of capitalization required for services, pollution and transportation requirements, and labor force projections; zoning (and particularly industrial development) not only in terms of tax revenue but also in terms of overall population growth and demands of the population on environment</p>	<ul style="list-style-type: none"> • integrate and harmonize uses • adopt a "balanced and integrated zoning approach" • ensure the provision of open space • shorten journey to work • foster varied housing developments 	<p>● ● ● ● ●</p>	<p>● ● ● ● ●</p>		

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