~~One feel need in our program~~

One ~~possible addition to~~ needed element in our program ~~would it~~ is an improved information system. Up to this point, we have had to rely on ~~published~~ census data ~~for information~~ about neighborhoods. When we have needed to poll or survey neighborhood opinion, we ~~N Portland Conference~~ have relied on a class at Portland State University or on work study students. ~~Improvements~~ More data could be kept on the city-county computer and better surveys ~~should~~ be conducted to appraise citizen opinion on neighborhood problems & to evaluate city programs.

and the boundaries do not always match the census tracts.

If you would be interested in discussing this ~~or a similar~~ type of program improvement, — ~~these something similar~~ please contact me or Mayor Neil Goldschmidt. I hope there will be an opportunity to discuss our program further with you at an early date.

Thank you

Sincerely,

THE CITY OF
PORTLAND

OREGON

OFFICE OF
NEIGHBORHOOD
ASSOCIATIONS

MARY PEDERSEN
COORDINATOR

1220 S.W. FIFTH AVE.
PORTLAND, OREGON 97204
503/248-4519

September 18, 1974

Dr. Wayne Howell
Charles F. Kettering Foundation
5335 Far Hills Avenue, Suite 300
Dayton, Ohio   45429

Dear Friend:

The City of Portland has been evolving a program for increased
citizen participation during the last two years. The enclosed
paper, prepared for the American Political Science Association
Convention, outlines the concept which we are trying to use here.
As you can see from the paper, this effort is based on earlier
experiences with the Model Cities program and other neighborhood
organizations, and the recent evolution is still experimental.
While our effort has been gradually increasing, so are our needs.

The Mayor's Office and the Office of Neighborhood Associations
would be very interested in pursuing with you the possibility
of cooperating with the Kettering Foundation in order to improve
this program. At this time, we are beginning a Capital Improvements
Budget Program which is described in the enclosed newsletter.
We are looking forward to the opportunities which will be provided
by the Housing and Community Development Act. The 1973 State
Legislature passed a bill requiring comprehensive land use planning
at the local level beginning in 1975. This will be a major effort
guided by goals established through the Land Conservation and
Development Commission. This legislation also requires citizen
participation.

In light of all these opportunities, the future for Portland
neighborhoods looks quite bright. Nonetheless, this effort needs
to proceed in the face of a large financial deficit next year.
Consequently, we are interested in pursuing the possibilities of
Foundation support for our efforts.

One needed element in our program is an improved information system.
Up to this point, we have had to rely on census data for information
about neighborhoods, and the boundaries of the neighborhoods do not
necessarily match the census tract. When we have needed to poll or
survey neighborhood opinion we have relied on classes at Portland

State University or on Work Study students. More data could be
kept on the City-County computer, and better surveys should be
conducted to appraise citizen opinions on neighborhood problems
and to evaluate city programs. I envision a system where interested
neighborhood people would cooperate to formulate and carry through on
a survey.

If you would be interested in discussing this or a similar type of
program improvement, please contact me or Mayor Neil Goldschmidt.
I hope there will be an opportunity to discuss our program further
with you at an early date.

Thank you.

Sincerely,

Mary C. Pedersen,
City Coordinator

MCP:bjb

Enclosures

OFFICE OF
NEIGHBORHOOD
ASSOCIATIONS
MARY PEDERSEN
COORDINATOR

1220 S.W. FIFTH AVE.
PORTLAND, OREGON 97204
503/248-4519

August 26, 1974

Dr. Wayne Howell
Charles F. Kettering Foundation
Suite 300, 5335 Far Hills Avenue,
Dayton, Ohio   45429

Dear Friends:

The City of Portland has been evolving a program for increased
citizen participation over the last two years. The enclosed
paper, prepared for the American Political Science Association
Convention, outlines the concepts which we are trying to use
here. As you can see from the paper, our program is still
experimental. And while our effort has been gradually increasing,
so are our needs.

mention Bob Gordon

nature & scale.

Mrs. Loren McKinley. Hill Plan.

exploratory letter.

The Mayor's Office and the Office of Neighborhood Associations
would be very interested in pursuing with you the possibility of
cooperating with the Kettering Foundation in order to improve this
program. At this time, we are beginning a capital improvements
budget program, which is described in the newsletter enclosed.
We are looking forward to the opportunities which will be provided
by the Community Development Revenue Sharing bill. The 1973 state
legislature passed a bill requiring comprehensive land use planning
at the local level beginning in 1975. This will be a major effort
guided by goals established through the Land Conservation and
Development Commission. This legislation also requires citizen
participation.

In light of all these opportunities, the future for Portland
neighborhoods looks quite bright. Nonetheless, the City of Portland
faces a large financial deficit next year. Consequently, we are
interested in pursuing the possibilities of Foundation support
for our efforts. If you would be interested in discussing these
programs with us, or if you would like further information, please
contact me or Mayor Neil Goldschmidt. Thank you for your kind
attention.

the use of

One possible addition to our program would be
the use of surveys to appraise citizen attitude & ideas of
neighborhood plans or neighborhood/city program.
This kind of addition would be a multi-year
program beginning with a small number of
(4-6) surveys, in cooperation with the
university or private firms.

Sincerely

Mary C. Pedersen
City Coordinator

MCP:bjb

encl.

PROJECTING AND PLANNING FOR U.S. LONG-TERM GROWTH

by

Otto Eckstein

President, Data Resources, Inc. and
Professor of Economics, Harvard University

Testimony submitted to the
Subcommittee on
Economic Growth
of the
Joint Economic Committee Hearings
May 9, 1974, 10:00 a.m.

I am delighted to see the Joint Economic Committee has renewed
its interest in the long-term growth of the American economy
through the creation of this sub-committee. The committee was a
pioneer in this field. The studies of James Knowles were among
the first government analyses of our long-term prospects, and
helped to define the concept of our economic potential. [1]

The current short-term difficulties make it abundantly clear
that the United States must develop a better long-term economic
strategy. Most of our troubles were a long time in coming. The
food price explosion was triggered by bad crops, restrictive supply
policies, and the Russian wheat deal, but the disappearance of the
American surpluses had been producing a risky food situation for
some time. The energy difficulties also go back to the disappear-
ance of surplus production in our Southwest oil fields, which

[1] James W. Knowles, The Potential Economic Growth in the United
States, 86th Congress, 2nd Session, Joint Economic Committee
Study Paper No. 20, Study of Employment, Growth and Price Levels,
1960.

CHARLES F. KETTERING FOUNDATION

CITIZEN INVOLVEMENT AND

LEADERSHIP AND GOVERNANCE

PROGRAMS

C O N T E N T S .

CHARLES F. KETTERING FOUNDATION

URBAN AFFAIRS PROGRAM

MISSION ONE - CITIZEN INVOLVEMENT

   GOAL - to bring about more effective communities and
          a more satisfactory urban environment through
          the more effective involvement of citizens
          and private resources in public policy
          decisions.

MISSION TWO - LEADERSHIP AND GOVERNANCE

   GOAL - to bring about more effective communities and
          a more satisfactory urban environment through
          more effective public policy making and better
          use of public resources and investment.

OVERVIEW

In 1969, the Foundation was reorganized and the new Board of Trustees began to outline a series of long-range objectives. Included in those objectives was one of developing an approach to urban problems that could be unique and could provide a creative thrust in improving the quality of life in the urban environment. The initial urban efforts of the Foundation were centered in Dayton, Ohio, and took place with the initiation and establishment of an Ombudsman[1] and a Public Opinion Center[2] as creative devices to improve the responsiveness of governmental institutions to public concerns. As Dr. Wayne Howell joined the Foundation staff in 1969, his background in communications, coupled with the growing concern for citizen involvement, began the development of a citizen involvement mission--one that would attempt to develop national impact on the growing alienation between people and institutions.

It was clear to Dr. Howell that while there was growing

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1. Grant #707 to the City of Dayton dated August 7, 1970.

2. Grant #704 to the University of Dayton dated August 24, 1970; Grant #704-A to the Dayton-Miami Valley Consortium dated November 16, 1971; Grant #704-A to the Dayton-Miami Valley Consortium dated March 1, 1972; Grant #CI73-24 to the Dayton-Miami Valley Consortium dated February 7, 1973; and Grant #CI73-45 to the Dayton-Miami Valley Consortium dated May 9, 1973.

interest around the country in new forms for citizen involvement, no one was taking a leadership role in trying to draw the different concerns and approaches together. Also, there were clearly gaps in the process as it was forming. The Foundation's research on the Factors Contributing to Urban Success[1] is aimed at drawing together many unrelated efforts to define urban success into a systematic framework that communities can use in assessing their own needs in an open way. The development of the concept of using Interactive Media[2] added an important concept to how modern technology and media can be used to build an open system of decision-making in public policy. The development of the concept of Involvement Through Community Nodes in Global Nets[3] served to coalesce the thinking of a large number of groups. The merging of Stevens' concept with the concerns of Dallas's Erik Jonsson for the use of community goal setting, finally put together into a Citizen Involvement Network Prospectus[4] by Bryghte Godbold, has put the whole concept of citizen involvement into one framework. That framework has brought together the coalition of women's organizations, the U.S. Chamber of Commerce, the National Bicentennial Administration, and John D. Rockefeller's proposed citizen Bicentennial.

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1. Grant #CI73-25 to Geoffrey Ball dated March 9, 1973; Grant #CI74-10 to Geoffrey Ball dated October 17, 1973.

2. Grant #CI73-27 to Allan Kulakow dated March 9, 1973; Grant #CI74-11 to Allan Kulakow dated October 17, 1973.

3. Grant #CI73-26 to Harry Stevens dated March 9, 1973.

4. Grant #CI73-79 dated August 14, 1973.

During this past year--and while the final development of a
framework for citizen involvement was being put together, James
Kunde, former Dayton City Manager, was brought into the Foundation's
staff. Kunde was asked to review the whole arena of urban affairs
and map out a total scenario of where the Foundation might be
able to use its leverage effectively in a broadened urban affairs
effort. The high points of that scenario are summarized in the
following section, "Urban Affairs - The Setting, 1974." As a
result, the Foundation has mapped out a number of exploratory
programs into new but complementary areas to its present
activity--mostly focusing on the response institutions must
make if the citizen involvement effort is to make a difference.
It would appear that the Kettering Foundation may now be at a
point where it can make a highly significant contribution to the
effort to bring about an improvement of the quality of life in
American communities and towards solving the difficult problems
of a highly complex advanced urban society.

As the Foundation set about to explore the new areas of
urban affairs, it came to our attention that the Academy for
Contemporary Problems in Columbus was about to develop a
similar program in many of the same areas. At the present time,
agreement has been reached between the staffs of the Kettering
Foundation and the Academy to do their urban programs cooperatively
wherever possible. This cooperation is expected to be particularly
evident in the joint effort to encourage the development of a
Nationl Urban Policy.

URBAN AFFAIRS - THE SETTING, 1974

A comprehensive staff look at American cities coupled with numerous conversations with academics and practitioners across the country concluded with the following generalizations:

1. Urban areas are characterized by uncontrolled growth as well as unplanned shifts in population--heavily influenced by causal agents not contained in conventional urban planning efforts.

2. As a general condition, the nation makes poor use of its existing investment in urban infrastructure. This is particularly noticeable in northern and eastern cities where high rates of inner-city abandonment occur. Recycling of older developed areas as they become obsolete has not ordinarily occurred (except for some central business districts)--leaving such areas to become new lows in social and environmental disorder.

3. There appears to be no good generally accepted urban theory--and generally poor coordination and communication of urban research. It may be typical of the "softer" sciences to have this characteristic--but it appears especially noticeable as far as urban systems are concerned.

4. Although some feel the 1970 Housing Act may have brought a beginning, there is, generally speaking, no

comprehensive national urban policy or set of policies--nor do most states have consciously developed urban policies.

5. The terms "urban policy" and "urban growth policy" are used interchangeably by some. Most experts agree that either term requires the development of rural development strategies as well. It would appear that some previous attempts to develop a national urban policy have been frustrated by trying to decide what it should be before developing a process to determine what it should be. It would appear that foreign experience shows the process must come first, and "what it is" be developed over a period of years.

6. "Real Cities," as George Romney puts it, or actual urban areas, are usually not contained within one major political boundary. Worse, they are often not contained within even a manageable number of boundaries. With rare exceptions, most American urban areas do not have a formal governing structure. Perhaps resulting from this or some combination of factors, few local political bodies devote much time to comprehensive planning or policy setting.

7. Most cities or urban areas are "governed" by some sort of informal system of public and private leaders. It is typical that private leadership springs from the business community. In general such private leadership restricts itself to consideration of the community in terms of the "business climate" alone. To do otherwise raises questions of elitism, illegitimacy of authority, accountability and social sensitivity. As a result, most informal structures lack the ability to deal with community issues on a comprehensive basis.

8. American urban communities have been the focal point for social friction. In the last decade there have been increasing demands by groups who feel their needs have not been responded to through the "system." Some say these demands have tended in recent months to transcend the concept of fair shares for output to simply demands for a greater share of the pie. In the current decade, it could be that the stakes may be "equal shares of hardship" rather than the equal shares of affluence discussed a decade ago. This may result in even higher levels of social friction, unless some comprehensive system of order is developed that is both responsive and accountable.

9. America's urban communities contain most of the nation's people, most of the nation's leadership, and nearly all of the nation's cultural institutions and resources. However, as proven again in 1973 when the new federalism stalled with Watergate and most other federal assistance was impounded by the administration in preparation for new federalism, urban interests remain an amazingly ineffective power bloc. While few countries in the world can claim to be on top of their urban problems, the United States has been conspicuous in its lack of commitment to solve the problems of its cities.

10. There appears to be a critical lack of a positive image within many American communities today. As a result, the outlook tends to be pessimistic rather than problem solving. It is unlikely that significant change will occur until a more positive picture of urban futures is developed.

PROJECT BUDGETS

	FY 74	FY 75
CITIZEN INVOLVEMENT		
CITIZEN ACHIEVEMENT SYSTEM IMPLEMENTATION	$138,000	$131,500
CITIZEN INVOLVEMENT NETWORK OPERATION	50,000	100,000
SUB TOTAL	$188,000	$231,500
LEADERSHIP AND GOVERNANCE		
NATIONAL URBAN POLICY	$ 50,000	$ 90,500
URBAN THEORY		
Futures Project	20,000	106,000
Success Factors	60,000	35,000
INFORMAL GOVERNANCE		
Leadership Needs	45,000	-0-
Building Community Capacity	15,000	-0-
FORMAL GOVERNANCE*	30,000	-0-
SUB TOTAL	$220,000	$231,500
ADMINISTRATIVE DIRECTION	126,050	124,000
TOTAL	$534,050	$587,000

*Under consideration as a program area, but no budget determined as yet.

8

		CFKF (FY74)	NSF (FY74)	JDR (FY74)	ARBA (FY74)	NML (FY74)	OTHER (FY74)	CFKF (FY75)
CITIZEN INVOLVEMENT NETWORK DEVELOPMENT								
(1)	Citizen Achievement System (national system for research, information exchange and tool development)							
(a)	Community Resource Centers (planning grant)	$5,932	$10,000					
(b)	Umbrella Research (planning grant & primer)	20,000			20,000			
(c)	Regional Research Centers (planning grant & primer)	10,000			20,000		10,000	
(d)	Goals Program (primer)				20,000		20,000	
(e)	Community Resource Centers (primer)	10,000			20,000		10,000	
(f)	Self Evaluation (primer)	10,000			10,000			
(g)	Evaluation of All American Cities (primer development)	30,000				30,000		
(h)	Citizen Achievement System (operational research)	10,000			10,000			
(i)	Citizen Achievement System (implementation)				150,000		84,068	131,5(
	TOTALS	$95,932	10,000		250,000	30,000	124,068	131,5(

6

CITIZEN INVOLVEMENT NETWORK DEVELOPMENT

The need for citizen involvement in public policy decisions has never been more clearly evident. In spite of this nation's democratic tradition, little effort has been made to develop techniques for citizens to obtain the information necessary to effectively deal with the complex problems of our advanced society. The price of this gap has been increased frustration--a frustration that could lead to even more intense social friction. It is believed that the fastest way to develop new information and involvement techniques is through a system whereby interested and dedicated communities can learn from each other--building upon each others experience. Currently, a number of groups and organizations appear ready to cause this to happen.

The success of the network will depend upon the development of a number of basic elements. First, there is the obvious need for a central Citizens Achievement System to act as a clearing-house to focus research, provide for conferences, information exchange and assistance in the formation of problem solving alliances. Second is the concept of a community resource center. A function within a community to provide the social infrastructure necessary to make involvement rewarding and meaningful and to

enable urban life to be more than merely passive presence in a particular neighborhood. Third is a regional research center--to provide for the research needs of communities in differing geographical regions of the country--relating citizen involvement research needs to the particular resources of the region. Fourth is a set of primers necessary to put in the hands of interested citizen groups to assist them in making a productive start in

effective citizen involvement. Fifth is a process for the
selection of the ten to twenty communities expected to perform
the major development of citizen involvement techniques.

These elements would be developed by the Kettering Foundation
assisted by a combination of the federal bicentennial administra-
tion and private foundation funds.

As the network is being developed, further research needs
to be conducted which may not as easily occur within the network
itself. The All American Cities experience is a rich heritage
of citizen involvement experience. This experience has never
been reviewed comprehensively for the lessons that are there.
The staff and board of the National Municipal League is most
interested is such a review and in how it could be applied to
build better citizen involvement techniques. In addition, it
could provide an excellent data base against which to compare
conceptual ideas about what causes successful cities. In addition
to the All American Cities research, further effort should be
made to develop the concept of using communication media
interactively. Past investments by the Kettering Foundation have
shown there is rich promise in the use of interactive media.
Putting this promise in the form of a primer and other basic
learning techniques and conferences would represent an important
overall contribution that would buttress the general notion of
the network. Both the All American Cities research and the
intereactive media development are proposed to be developed by
the Kettering Foundation and contributed to the network as
further developed concepts.

CITIZEN INVOLVEMENT
EXPENSES TO DATE

		CFKF (FY74)	NSF (FY74)	JDR (FY74)	ARBA (FY74)	NML (FY74)	OTHER (FY74)	CFKF (FY75
(j)	Interactive Media-Phase II (Allan Kulakow's research)	$17,774	$5,000	$1,500	$3,500			
(k)	Factors Contributing to Urban Success (Geoff Ball's research)	24,294						
	TOTALS	$42,068	5,000	1,500	3,500			

CITIZEN INVOLVEMENT
PROJECT SUMMARIES

	CFKF (FY74)	NSF (FY74)	JDR (FY74)	ARBA (FY74)	NML (FY74)	OTHER (FY74)	CFKF (FY75)
CITIZEN INVOLVEMENT NETWORK OPERATION							
(2) Challenge Grant	$50,000					1,000,000	100,00

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CITIZEN INVOLVEMENT NETWORK OPERATION

As the network is developed, there will be an immediate need for the funding of its operation through the three-year development period and the development of plans for any continued existence that might be determined appropriate. It is felt that it is appropriate to make operational plans at this time only for the three-year development period. It currently appears that a challenge grant from Kettering Foundation would be matched by one or more other major foundations and that, in turn, will be matched by the American Revolution Bicentennial Administration. The location and structure for the central operation of the network has not been decided yet, although clearly the ARBA would like the staff of the Kettering Foundation in Dayton to take on the organizational responsibility for the network operation.

LEADERSHIP AND GOVERNANCE
PROJECT SUMMARIES

	CFKF (FY74)	CFKF (FY75)	ESTIMATED ACP	ESTIMATED OTHER FOUNDATION
NATIONAL URBAN POLICY	$50,000	$90,500	$250,000	$300,000-500,000

CFKF	JOINT (ACP & CFKF)	ACP
Contract for Review of Urban Allies		Committee on Growth Regional Growth Issues State Planning Leadership
	Review of 60's Lessons	Conference of Urban Leaders
	White Papers (Process (Substance	
	OR	
	New Org. Structure	
	OR	
	Congressional Institute	
	OR	
	Professional or Voluntary Group Financial Assistance	

ACP is the Academy for Contemporary Problems. The ACP has agreed to participate with us
in this project as a joint effort. They have some $250,000 annually committed to this general
idea.   Also, the Rockefeller Brothers Fund has indicated interest in this area, particularly
if the concept of development of "white papers" should be deemed fruitful.

NATIONAL URBAN POLICY

Nearly every comprehensive urban study of the last decade has pointed to the need for the establishment of a national urban policy. The current Watergate crisis has placed the nation in a unique position today. It is unlikely that the Nixon administration or, in the event of the President's resignation, a new administration can develop any meaningful coordinated set of urban programs or policies. As a result the nation will likely have a three-year hiatus in urban programs. The urban programs that will be in effect are likely to be a philosophically uncoordinated set of carryover experiments from the 60's combined with a haphazard effort to inspire local communities to "do their own thing" with some form of block grants. This three-year period could be a great opportunity to accumulate the best of our nation's urban thinking, and put it in a non-partisan framework to be drawn upon by a new administration in 1976. It is proposed that such an effort begin by reviewing the status and plans of the existing national urban alliances such as Common Cause, the National Urban Coalition, League of Cities, and others to determine what is being done and what needs to be further done to develop a better coordinated or more substantial non-partisan effort on behalf of the nation's cities. The result of this review should be a report that could serve as the grist for a

conference of the leaders of the major urban alliances and other key leaders in urban affairs to map out a framework for further cooperative action. It is known that a number of national leaders and foundations are already considering some action in this area. Our efforts should clearly be to encourage and foster cooperation--providing low profile leadership only where clearly necessary.

At a conference of the leadership of these national urban coalition groups consideration should be given to a new evaluation--or more likely--a consolidation of the evaluations of the experimental urban programs of the past decide--focusing entirely on "what did we learn that leads us to new areas of exploration and support."

If such an evaluation can be supported and performed, it could lead to a second conference to map out a specific program to prepare the way for initiating a coordinated set of urban policies in 1976. One such program could be a series of white papers written by key experts in urban affairs and related fields, commissioned individually or jointly by a combination of private funds and foundations--one of which could be Kettering. These white papers should cover such substantive areas as land use, racial justice, citizen involvement, welfare, housing, urban environment, crime and order, economic development in urban areas, and such process areas as use of tax incentives, federal urban impact coordination, and an urban policy development model.

The objective of the national urban policy program would be to foster a well coordinated effort to produce a non-partisan, intellectually and practically sound set of proposals for a new national administration in 1976, or develop a meaningful dialogue around the requirement of the 1970 Housing Act that the President of the United States makes a biennial urban growth policy statement.

	CFKF (FY74)	CFKF (FY75)	ESTIMATED BATTELLE & ACP
URBAN THEORY DEVELOPMENT	$80,000	$141,000	$400,000

		CFKF $20,000	CFKF $106,000
(1)	A Study of the Future Evolution of the U.S. Community		

CFKF	JOINT BATTELLE-ACP-CFKF	BATTELLE-ACP
Proposed interdisciplinary force field design to estimate primary forces that will impact shape and character of future communities	Study methodology for interdisciplinary efforts Carrying capacity of land (prototype & team approach) Conferences of industrial and public planners	Ideal one-million city exploration fund (currently undergoing revision)

In this project we are seeking other funding sources to undertake this work. Our role will strictly be to encourage this other effort. Currently, Battelle Institute appears to have interest--possibly as some modification of their Ideal One Million City Project. It is expected that close to $500,000 may be needed to do this job effectively.

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	CFKF (FY74) $60,000	CFKF (FY75) $35,000	ACP (FY74) $20,000
(2) Factors of Success			

CFKF	JOINT ACP-CFKF	ACP

CFKF

Factors Paper

Review by Panel of
Experts

Evaluation of All-American
City Experience

Preliminary Correlation
with Citizen Satisfaction
Data-Marc Fried of Boston
College Project
→ New Concept of
Workshop Design
Using Computer
Modeling

Workshop on Causal Factors

Correlation of Workshop
Results with Fried's Work ←
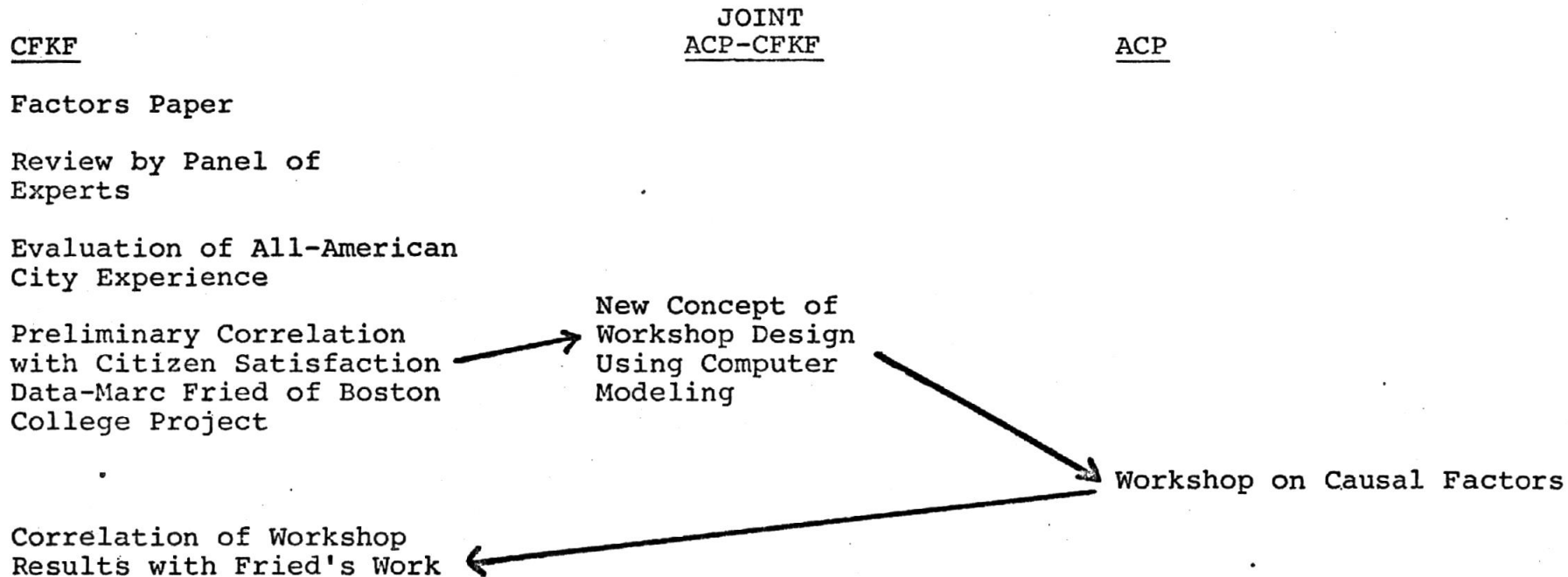
In this project we will seek to further our previous efforts to explore the primary factors
of urban success. Geoff Ball's paper is a good review of the literature and experiences,
but it does not attempt to set apart the primary factors of success or separate causes from
indicators or results. This project involves two things: One-an organized research effort
ahead of the workshop to develop better concepts of the primary causes, and two-a new model
in workshop design which we hope will be a significant advantage in future workshop
experience where it is desirable to reach conclusions.

URBAN THEORY

Some sound research work needs to be performed on the development of urban theory--few experts appear to disagree on that. Many knowledgeable people, however, feel that the primary task is to organize that which is already known rather than to research entirely new concepts. Two proposals are suggested for initial pursuit. The first would build upon the work which is now being completed by Dr. Geoffrey Ball under the Citizen Involvement Program. The latter work is called "Factors of Urban Success." Both critics and proponents of Ball's work agree that it is a good survey of the literature relating to urban success. Critics feel that it doesn't go far enough in defining success and in separating primary causes from secondary causes and from simple indicators of successful communities. While Ball's work fits the requirement originally spelled out--that is to develop an instrument which would assist a community in assessing itself--it clearly does not isolate primary causes of urban success. It is proposed that Ball's work be a stimulus for three nearly simultaneous further examinations--all of which would serve as an input for a mixed workshop of social scientists and urban generalists.

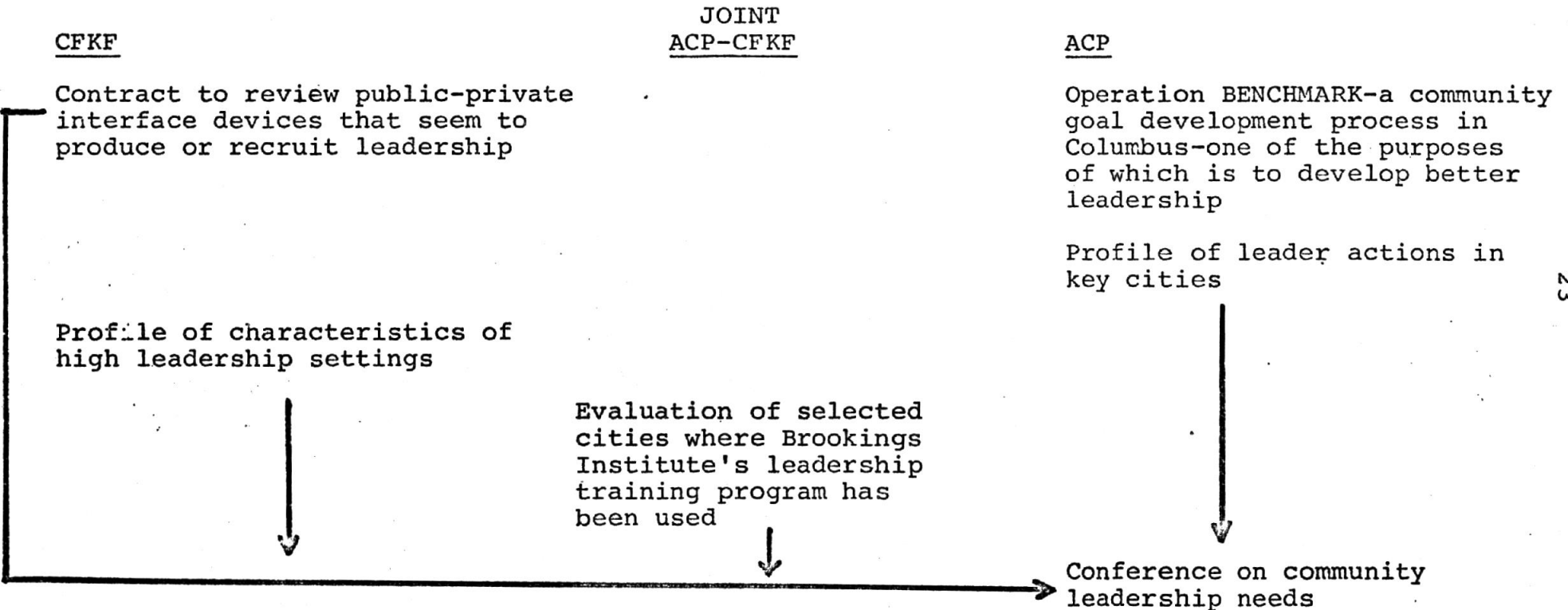The first examination would be to ask approximately six well-regarded experts in urban affairs to read Ball's work, and suggest which factors are the most likely to be found to be primary causes of success. The second examination would be to have a good social researcher take a relatively in-depth look at a small number of communities for which a large body of data on levels of citizen satisfaction had already been assembled,

and test hypotheses about which factors might be primary causes. The third effort would be to test Geoff Ball's factors in an evaluation of the National Municipal League's selection of All American Cities. All of these examinations would be input to the aforementioned workshop. It is hoped that the workshop would produce some consensus as to primary causes of success. This consensus would then be further tested in actual community settings--hopefully leading to some confirmation as to what key things contribute most to a successful community.

The second proposal calls for the development of a multi-discipline look into the likely evolutionary direction of the American urban community. It is felt that disciplines other than the ones usually associated with urban research might have a lot to contribute to the development of urban theory. It is also felt that a multi-discipline effort needs some structure and some linear progression in order to be useful. One way to proceed would require the development of a multi-foundation effort. It would call for the use of a force-field, or similar graphic, design around which man's basic community instincts could be weighed against the biological, technological and social systems that are most likely to affect his living pattern over a period of years. The obvious use of such an effort would be to provide urban planners with a provocative insight into the future of urban areas which is unhindered by immediate political constraints. The second use would be to develop new ways to explore societal futures.

	CFKF (FY74)	CFKF (FY 75)	ESTIMATED ACP
INFORMAL GOVERNANCE SYSTEMS	$60,000	-0-	$150,000 per year

	CFKF	CFKF
(1) Leadership Development	$45,000	-0-

CFKF	JOINT ACP-CFKF	ACP

CFKF

Contract to review public-private
interface devices that seem to
produce or recruit leadership

Profile of characteristics of
high leadership settings

JOINT ACP-CFKF

Evaluation of selected
cities where Brookings
Institute's leadership
training program has
been used

ACP

Operation BENCHMARK-a community
goal development process in
Columbus-one of the purposes
of which is to develop better
leadership

Profile of leader actions in
key cities

Conference on community
leadership needs

This project attempts to determine if the CFKF can perform any meaningful service in the
development of local leadership through the demonstration or promotion of systems of
likely high impact in leadership success. The ACP is expected to contribute considerably
more in this area than CFKF, particularly through the BENCHMARK effort.

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		CFKF (FY74)	CFKF (FY75)
(2)	Building Community Capacity	$15,000	-0-

CFKF   JOINT
ACP-CFKF   ACP
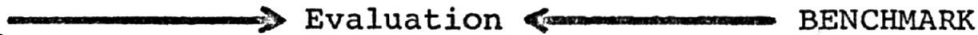
Community success assessment
system (from Factors Paper)

Community success assessment
training experiments
(possibly three in three   ——————▶ Evaluation ◀—————— BENCHMARK
different cities

                                       ▼
                            Development of
                            training model

The primary goal of the Factors Paper was to set up a systematic way by which communities
could evaluate their own success in an open process. This project would carry that effort
through some initial experiments leading to a workable training model.

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INFORMAL GOVERNANCE SYSTEMS

Most communities today are governed (to the extent that they are governed) by an informal system of governmental and private leaders. It is suggested that further efforts need to be made to explore how those systems could be made to perform better. Two efforts are proposed.

The first effort would be to explore whether there are ways to enhance leadership. It is proposed that three basic research efforts be performed leading to a workshop composed of practical experts in community leadership. One research effort would be to catalog the more outstanding examples of public-private interface systems--such as local multi-foundation efforts or non-profit corporations, and to make some determination of the effect these efforts have had in facilitating leadership. A second research effort would be to do an evaluation of the Brookings Institute leadership training effort in a small number of communities, exploring what effect that program had on leadership in those communities. A third research effort would be to profile a small number of communities that are regarded as having highly energetic leadership, to see if there are some patterns in those communities that may have contributed heavily to the leadership situation (as opposed to having resulted from it). These research efforts would be input into the proposed workshop of experienced community leadership experts to see if it is possible to outline some guidelines on how local community leadership can be enhanced and encouraged.

The second effort would try to build upon Geoffrey Ball's Factors work to develop a useful tool for community decision-making.

Ball's work will conclude with an assessment form and a manual to assist community organizations in making a comprehensive assessment of the effectiveness of their community. It is intended that this assessment process be tested in at least three circumstances in three different communities. Two of the tests would have several different groups--each composed of peers or people who have worked together before--do the initial assessment, and then compare perceptual and priority differences. One test would have opportunity for feedback among the groups and the other would not. A third test would be to have one group of mixed peer levels attempt to handle the assessment. Prior to these tests an evaluation contract would be let to an independent evaluator. Based on the observations of the tests and the evaluator's comments, a contract would be let to revise the assessment program into the form of a training program that could be used by communities as an initial step in a community based goal setting effort. The purpose of this type of an assessment process would be to permit broad scale citizen input into the first stages of goal development, and to provide a rational point of beginning for goals consideration. It is expected that a community would follow the initial assessment with a broad based fact-finding and research effort to resolve perceptual differences, and then perhaps consider an interactive media type event similar to "Choices for 76" in New York to proceed further toward community based goals. The assessment process might also be used in conjunction with the Neighborhood Achievement Model---a simplistic computer model developed by Westinghouse in Dayton, Ohio, for neighborhood groups to use in

developing rational strategies to deal with complex problems. The latter process currently tends to focus on a "needs" level at the lower end of the "Maslovian hierarchy," and it is felt that better work would result if the total scale of human needs and community potential could be considered.