

PORTLAND CDA ADMINISTRATIVE WORK PROGRAM

PURPOSE

This work program is designed to guide the activities of CDA and CPB in a manner that permits timely progress towards complete implementation of the Model Cities Program in Portland.

REVISIONS

Deliberate coordination and mutual collaboration will be required to make this work program fruitful. While occasional amendments to this program are envisaged, these occasions must not be so frequent as to weaken its effectiveness and re-create independent time schedules that, in the long run, affects the program adversely.

CONTROL

CDA has overall responsibility for programming, monitoring, and evaluation. CDA will therefore establish the work program and ensure that all parties involved in its execution have a chance to understand their role and be able to make additional recommendations which are consistent with improving the quality of life in the Model Neighborhood as quickly as possible.

STAFF RESPONSIBILITY

The CDA Director must see to it that all the staff activities are authorized by the work program as amended at a supervisory staff meeting and not by the individual determinations of each staff. The CDA staff must prepare a detailed weekly work program for each ensuing week to be approved by the Director. The Director and staff will keep the citizens and the City sufficiently informed and encouraged to adhere to the work program. The operating agencies, through constant consultations initiated by the staff, must be encouraged to comply with the work program. The CDA Director has complete responsibility for coordinating all activities within the work program. The Administrative Work Program is the basis for formulating a more detailed "Master Work Program" on a monthly basis and also the basis for weekly work program, both of which are responsibilities of individual Coordinators and their staffs.

EMERGENCIES

Events and activities whose scheduling could not be pre-conceived, automatically amend the work program. Weekly and monthly work programs must be designed to admit a few emergencies without destroying the administrative work program.

MASTER DATES

The First Action Year began September 1, 1969.

The First Action Year will end December 31, 1970

The Second Action Year Comprehensive Demonstration Plan (CDP) target date is October 1, 1970.

## WORK PROGRAM STRUCTURE

- A. Functional elements of the program
- B. Objectives for each functional element
- C. Major activities within each functional element and responsible personnel
- D. Completion dates for major activities
- E. Important starting dates

A. Function of Program Administration

Primary Functions:

- 3-01 Planning, Programming and Budgeting
- 3-02 Fund Application
- 3-03 Project Execution and Management
- 3-04 Project Monitoring
- 3-05 Evaluation
- 3-06 Information Reporting and Policy Communication
- 3-07 Agency Involvement and Coordination
- 3-08 Citizen Involvement

Internal Administrations:

- 3-09 Staffing
- 3-10 Equipping
- 3-11 Personnel Management
- 3-12 Property Management
- 3-13 Financial Management
- 3-14 Records Maintenance and Inventory Control
- 3-15 Standards and Policy Development
- 3-16 Systems Development
- 3-17 Correspondence
- 3-18 Conferences and Meetings

B. Objectives for Each Functional Element

3-01 Planning, Programming and Budgeting

Submit to HUD by Oct.1, 1970, in accordance with the submission requirements, the Second Year Action Comprehensive City Demonstration Program (CCDP) through an orderly process of review and revision of the First Year submission. The submission should contain project description and budgets for each project designed to improve the quality of life in the Model Neighborhood.

3-02 Funds Application

To achieve maximum funding of projects within the CCDP (including local share, HUD supplemental, categorical, and private contributions) and to ensure that all projects receive funding at the level of the requested budget.

3-03 Project Execution and Management

To enter agreement on all funded First Year Action projects and to ensure that projects are progressing on schedule and are achieving their intended objectives within their allocated resources.

3-04 Project Monitoring

To observe the progress of all the on-going projects and ascertain that they are moving according to plan.

3-05 Evaluation

To carry out an overall program and project evaluation to determine goal-achievement, cost of achievement, level of effort, efficiency, effectiveness, and followup.

3-06 Information Reporting and Policy Communication

To see that informative materials reach the director and staff, as well as the citizens and agencies involved in the program and to see that established policies are communicated to all who must know and to do so in the shortest time possible.

3-07 Agency Involvement and Coordination

To maintain accurate log of all agencies participating in one way or the other in the program and to ensure that agencies whose services impact on the quality of life in the Model Neighborhood participate in reshaping the neighborhood through institutional change on their part.

3-08 Citizen Involvement

To achieve an effective partnership (in planning, implementation, and evaluation of city demonstration projects) between the citizens of the Model Neighborhood on the one hand and, on the other, CDA and all other agencies involved in the Portland Model Cities Program by (a) keeping them informed, (b) enabling them to organize for the purpose of making effective decisions related to the program, (c) seeing that they plan, approve plans, and approve contracts designed to improve their quality of life, (d) enabling them to obtain employment in projects made possible by the program.

3-09 Staffing

To see that sufficient, capable, and qualified staff are hired to administer the program and, in so doing, ensure that Model Neighborhood residents be given preferential treatment.

3-10 Equipping

To see that each staff has adequate facilities and equipment to carry out his duties.

3-11 Personnel Management

To maintain an atmosphere conducive for maximum productivity through training and provision of operational policies and guidelines.

3-12 Property Management

To see that all capital equipment are properly maintained and accounted for; also to see that adequate control is exercised on the procurement and use of consumable supplies.

3-13 Financial Management

To see that all agency monies are properly kept and accounted for by strict adherence to the established financial control procedures that meets all of CDA's needs.

3-14 Records Maintenance and Inventory Control

To see that all historically useful records are identified, kept and maintained and, also, to carry out advance planning on inventory.

3-15 Standards and Policy Development

To develop and establish all standards and policies required to carry out all of CDA functions and to compile these standards and policies into an operations manual.

3-16 Systems Development

To develop all major systems which are needed to effectively carry out CDA functions and these should include (a) Management Information System, (b) Evaluation plan, (c) planning process, project analysis and documentation, (d) Programming Systems, (e) Financial Control System.

3-17 Correspondence

To see that CDA maintains adequate contact with the outside through letters and telephones and to ensure that adequate record of these activities are maintained.

3-18 Conferences and Meetings

To see that CDA staff participate in conferences and meetings which will improve their skills or technical know-how through ideas exchanged at such meetings and to encourage CDA staff to contribute technical material such as papers at such meetings.

C. Major Activities Within Functional Elements

3-01 Planning, Programming and Budgeting

- 3-01-01 Evaluate First Year Action Progress
- 3-01-02 Review and Update of Initial Conditions
- 3-01-03 Revise Objectives and Strategies
- 3-01-04 Implement Projects & Programs
- 3-01-05 Priorities to Projects
- 3-01-06 Review and Revise Budgets

- 3-01-07 Preparations for Second Action Year Submission Oct 1, 1970
- 3-01-08 Review Second Action Plan
- 3-01-09 Prepare Second Action Plan for Implementation

3-02 Funds Application (Financing)

- 3-02-01 Prepare and publish a directory of funds sources based on CDA and other agencies' eligibilitiy
- 3-02-02 Prepare and publish a list of needed funds based on program and project budgets.
- 3-02-03 Request sources for funds commitment and follow-up on the requests as necessary.

3-03 Project Execution and Management

- 3-03-01 Enter into contract agreement with Operating Agencies on the following First Year Action Projects (give list if not all) in accordance with established CDA contract procedures:
- 3-03-02 Consult with Operating Agencies to ensure compliance with contractual agreements or to make adjustments to results of evaluation and continuous planning activities.

3-04 Project Monitoring

- 3-04-01 Review, prepare, publish Monitoring Procedures
- 3-04-02 Implement Procedures as projects go into execution

3-05 Evaluation

- 3-05-02 Evaluate On-going Activities and Projects

3-06 Reporting and Policy Communication

- 3-06-01 Prepare and publish official mailing lists for specific documents (e.g. - CDA monthly progress reports, CDA monthly quarterly reports, HUD CDA letters, internal routing slips)
- 3-06-02 Quarterly Report
- 3-06-03 Monthly Report
- 3-06-04 Publish CDA Newsletter

3-07 Agency Involvement and Coordination

- 3-07-01 Revise and Prepare and Publish Agency/Program Linkage Charts
- 3-07-02 Hold Inter-agency Meetings and Give Reports
- 3-07-03 Complete Agency Data Sheets

3-08 Citizen Involvement

- 3-08-01 Complete Project Documentation
- 3-08-02 Secure Funds and Implement Project
- 3-08-03 Implement structure and criteria for new neighborhood organizations
- 3-08-04 Conduct door-to-door campaign.
- 3-08-05 Rumor Control, (Information and Crises Center) effectively established.

- 3-08-06 Encourage voters participation to obtain representation from each area.
- 3-08-07 Citizen involvement effective monitoring project.
- 3-08-08 Strengthen, recognize neighborhood organization
- 3-08-09 Speaker's Bureau structured effectively and widely known.
- 3-08-10 Organize CPB Elections
- 3-08-11 Hold CPB Elections

3-09 Staffing

- 3-09-01 Hire Additional Staff
- 3-09-02 Consolidate Job Description

3-11 Personnel Management

- 3-11-01 Set up an Official Grievance Procedure
- 3-11-02 Prepare and Publish a Personnel Training Program
- 3-11-03 Revise Personnel Training Program
- 3-11-04 Implementation of Staff Training Program

3-12 Property Management

- 3-12-01
- 3-12-02

3-13 Financial Management

- 3-13-01 Develop a Budget Planning Financial Plan System for Program and Projects
- 3-13-02 Implementation of Financial Plan
- 3-13-03 Review and Revise Financial Plan

3-14 Records Maintenance and Inventory Control

- 3-14-01 Design and Publish the Overall File Structure
- 3-14-02 Review and Revise File Structure

3-15 Standards and Policy Development

- 3-15-01 Prepare and Distribute Personnel Information Folder
- 3-15-02 Prepare and Publish Staff Manual
- 3-15-03 Prepare and Publish Planning and Contract Procedures
- 3-15-04 Review and Revise Planning and Contract Procedures

3-16 Systems Development

- 3-16-01 Develop evaluation plan
- 3-16-02 Develop Financial Control System
- 3-16-03 Prepare File Management Procedures for Staff Manual
- 3-16-04 Continue Development on the Administrative Work Program
- 3-16-05 Establish Project Analysis and Documentation Format
- 3-16-06 Develop Tools for Auto Data Processing
- 3-16-07 Develop Forms Control
- 3-16-08 Set up library

3-17 Correspondence

- 3-17-01 Establish Procedures for the Staff Manual
- 3-17-02 Revise Procedures for the Staff Manual

3-18 Conferences and Meetings

- 3-18-01 Prepare a List of Major Conferences to be Attended by CDA Staff

ABBREVIATION

TITLE

|         |                                       |
|---------|---------------------------------------|
| CDA     | Director and Coordinators             |
| DIR     | Director                              |
| AM      | Administrative Management Coordinator |
| A. Ast. | Administrative Assistant              |
| SM      | Systems Manager                       |
| Res     | Resource Specialist                   |
| CP      | Citizens Participation Coordinator    |
| FS      | Financial Specialist                  |
| ES      | Evaluation Specialist                 |



| Task No. | July, 1970  | Start | End  | Cont. | Resp.        |
|----------|---|-------|------|-------|--------------|
| 3-06-03  | Monthly Report  | 7/1   | 7/10 |       | A. Ast       |
| 3-04-01  | Review, Prepare, Publish Monitoring Procedures  | 7/1   | 7/15 |       | CDA          |
| 3-06-02  | Quarterly Report  | 7/1   | 7/15 |       | A. Ast       |
| 3-07-01  | Revise, Prepare and Publish Agency/Program Linkage Charts   |       | 7/15 | X     | Res.         |
| 3-11-01  | Set up an Official Grievance Procedure  |       | 7/15 |       | A.M.         |
| 3-06-04  | Publish CDA Newsletter  |       | 7/15 |       | C.P.         |
| 3-15-04  | Review and Revise Planning and Contract Procedures  | 7/5   | 7/15 |       | S.M. Dir, AM |
| 3-02-01  | Prepare and publish a directory of funds sources based on CDA and other agencies' eligibility   | 7/1   | 7/25 |       | A.M.         |
| 3-03-02  | Consult with Operating Agencies to ensure compliance with contractual agreements or to make adjustments to results of evaluation and continuous planning activities             |       |      | X     | CDA          |
| 3-06-01  | Prepare and publish official mailing lists for specific documents (e.g. - CDA monthly progress reports, CDA monthly quarterly reports, HUD CDA letters, internal routing slips) | 7/1   | 7/31 | X     | A.M.         |
| 3-07-03  | Complete Agency Data Sheets   |       |      | X     | CDA          |
| 3-09-01  | Hire Additional Staff   |       | 7/31 | X     | CDA          |
| 3-09-02  | Consolidate Job Description   |       | 7/31 |       | A.M.         |
| 3-13-01  | Develop a Budget Planning Financial Plan System for Program and Projects  | 7/5   | 7/31 |       | F.S.         |
| 3-16-02  | Develop Financial Control System  | 7/10  | 7/31 |       | A.M.         |
| 3-16-04  | Continue Development on the Administrative Work Program   |       |      | X     | CDA          |

| <u>Task No.</u> | August, 1970   | Start | End  | Cont. | Resp.  |
|-----------------|--|-------|------|-------|--------|
| 3-06-03         | Monthly Report   | 8/1   | 8/10 |       | A. Ast |
| 3-06-04         | Publish CDA Newsletter   | 8/1   | 8/15 | X     | C.P.   |
| 3-08-04         | Conduct Campaign to Insure Citizen Involvement   | 8/1   | 8/15 |       | C.P.   |
| 3-03-01         | Enter into contract agreement with Operating Agencies on the following First Year Action Projects (give list if not all) in accordance with established CDA contract procedures: |       |      | X     | CDA    |
| 3-03-02         | Consult with Operating Agencies to ensure compliance with contractual agreements or to make adjustments to results of evaluation and continuous planning activities.             |       |      | X     | CDA    |
| 3-02-03         | Request sources for funds commitment and follow-up on the requests as necessary  |       |      | X     | Res.   |
| 3-15-01         | Prepare and Distribute Personnel Information Folder  |       | 8/15 |       | A.M.   |
| 3-15-02         | Prepare and Publish Staff Manual   |       | 8/15 |       | A.M.   |
| 3-16-05         | Establish Final Project Description Format   |       | 8/15 |       | S.M.   |
| 3-07-02         | Hold Inter-agency Meetings and Give Reports  |       |      | X     | Dir.   |
| 3-01-04         | Implement Projects and Programs  |       |      | X     | CDA    |
| 3-01-06         | Review and Revise Budgets  |       |      | X     | F.S.   |
| 3-04-02         | Implement Procedures as projects go into execution   |       |      | X     | CDA    |
| 3-11-02         | Prepare and Publish a Personnel Training Program   |       | 8/15 |       | A.M.   |
| 3-01-03         | Revise Objectives and Strategies   |       | 8/31 |       | CDA    |
| 3-08-10         | Organize CPB Elections (To be held in Sept)  | 8/1   | 8/31 |       | C.P.   |

| <u>Task No.</u> | September, 1970  | Start | End  | Cont. | Resp.     |
|-----------------|--|-------|------|-------|-----------|
| 3-08-10         | Hold CPB Elections   | 9/1   | 9/26 |       | C.P.      |
| 3-01-07         | Preparations for Second Action Year<br>Submission Oct. 1, 1970   |       |      | X     | CDA       |
| 3-02-02         | Prepare and publish a list of needed funds<br>based on program and project budgets   |       | 9/10 |       | Res.      |
| 3-03-01         | Enter into contract agreement with Operating<br>Agencies on the following First Year Action<br>Projects (give list if not all) in accordance<br>with established CDA contract procedures |       |      | X     | CDA       |
| 3-06-03         | Monthly Report   | 9/1   | 9/10 |       | A. Ast    |
| 3-06-04         | Publish CDA Newsletter   | 9/1   | 9/15 |       | C.P.      |
| 3-07-02         | Hold Inter-agency Meetings and Give Reports  |       |      | X     | Dir.      |
| 3-16-06         | Develop Tools for Auto Data Processing   |       |      | X     | S.M.      |
| 3-04-02         | Implement Procedures as Projects go into<br>execution  |       |      | X     | CDA       |
| 3-15-02         | Prepare and publish staff manual   |       |      | X     | S.M.      |
| 3-16-07         | Develop & Implement Forms Control  |       | 9/31 |       | S.M.      |
| 3-16-08         | Setup CDA Library System   |       | 9/31 |       | S.M./A.M. |

Task No. October, 1970

|         | Start | End   | Cont. | Resp.  |
|---------|-------|-------|-------|--------|
| 3-13-02 |       | 10/5  |       | F.S.   |
| 3-01-01 |       |       | X     | CDA    |
| 3-01-04 |       |       | X     | CDA    |
| 3-03-02 |       |       | X     | CDA    |
| 3-04-02 |       |       | X     | CDA    |
| 3-05-02 |       |       | X     | E.S.   |
| 3-06-03 | 10/1  | 10/10 |       | A. Ast |
| 3-06-02 | 10/1  | 10/15 |       | A. Ast |
| 3-06-04 |       | 10/15 |       | C.P.   |
| 3-07-02 |       |       | X     | Dir.   |
| 3-07-03 |       |       | X     | CDA    |
| 3-08-07 |       |       | X     | C.P.   |
| 3-11-03 | 10/1  | 10/15 |       | A.M.   |
| 3-16-04 |       |       | X     | CDA    |
| 3-11-04 | 10/15 |       | X     | A.M.   |
| 3-01-05 |       | 10/31 |       | CDA    |
| 3-01-08 | 10/1  | 10/31 |       | CDA    |
| 3-02-03 | 10/1  | 10/31 |       | Res.   |

| <u>Task No.</u> | November, 1970   | Start | End   | Cont. | Resp.       |
|-----------------|--|-------|-------|-------|-------------|
| 3-01-01         | Evaluate First Year Action Progress  |       |       | X     | CDA         |
| 3-03-02         | Consult with Operating Agencies to ensure compliance with contractual agreements or to make adjustments to results of evaluation and continuous planning activities. |       |       | X     | CDA         |
| 3-04-02         | Implement Procedures as projects go into execution   |       |       | X     | CDA         |
| 3-05-02         | Evaluate On-going Activities and Projects  |       |       | X     | E.S.        |
| 3-06-03         | Monthly Report   | 11/1  | 11/10 |       | A. Ast      |
| 3-07-03         | Complete Agency Data Sheets  |       |       | X     | CDA         |
| 3-08-01         | Complete Project Documentation   |       |       | X     | CDA         |
| 3-16-04         | Continue Development on the Administrative Work Program  | 11/1  |       | X     | A.M.        |
| 3-17-02         | Review and Revise Correspondence Procedures for the staff manual   | 11/1  | 11/15 |       | A.M.        |
| 3-18-01         | Prepare a List of Major Conferences to be Attended by CDA Staff  |       |       | X     | A.M.        |
| 3-11-04         | Implementation of Staff Training Program   |       |       | X     | A.M.        |
| 3-15-04         | Review and Revise Planning and Contract Procedures   | 11/1  | 11/15 |       | CDA<br>A.M. |
| 3-02-03         | Request sources for funds commitment and follow-up on the requests as necessary  | 11/1  | 11/15 |       | F.S.        |
| 3-01-08         | Review 2nd Action Year Plan  | 11/15 | 11/30 |       | CDA         |
| 3-14-02         | Review and Revise File Structure   | 11/15 | 11/30 |       | S.M.        |

Task No. December, 1970

|         | Start | End   | Cont. | Resp.  |
|---------|-------|-------|-------|--------|
| 3-01-01 |       |       | X     | CDA    |
| 3-01-04 |       |       | X     | CDA    |
| 3-01-08 |       |       | X     | CDA    |
| 3-06-03 | 12/1  | 12/10 |       | A. Ast |
| 3-07-01 | 12/1  | 12/15 |       | A.M.   |
| 3-07-03 | 12/1  | 12/15 |       | CDA    |
| 3-08-01 |       |       | X     | CDA    |
| 3-08-02 |       |       | X     | CDA    |
| 3-11-04 |       |       | X     | A.M.   |
| 3-13-03 | 12/1  | 12/20 |       | F.S.   |
| 3-16-04 |       |       | X     | CDA    |
| 3-01-09 |       | 12/31 |       | CDA    |
| 3-02-01 |       | 12/31 |       | Res.   |
| 3-02-02 |       | 12/31 |       | RES.   |
| 3-02-03 |       | 12/31 |       | Res.   |
| 3-03-02 |       | 12/31 |       | CDA    |
| 3-04-01 |       | 12/31 |       | S.M.   |
| 3-05-02 |       | 12/31 |       | E.S.   |
| 3-06-01 |       | 12/31 |       | A.M.   |

Estimated Project Implementation Schedule

First Action Year Projects not Started by July 1, 1970

| Project                                     | Submittal Date               | Contract Date     |
|---|------------------------------|-------------------|
| 3.21 Employment Relations Commission        | 7/30/70                      | 9/1/70            |
| 3.31 Community Development Program          | 7/30/70                      | 9/1/70            |
| 3.43 Pre-School Expansion                   | Approved                     | 7/15/70           |
| 3.61 (b) Health Insurance                   | Approved                     | 7/15/70           |
| 3.121 (b) Pre-NDP                           | Submitted                    | 8/1/70            |
| 3.81 Residential Development Program        | Approved                     | 7/1/70            |
| 3.101 Community Legal Services              | 7/30/70                      | 9/1/70            |
| 3.141 Police Community Relations            | Approved                     | 7/15/70           |
| 3.142 Police Intern                         | Approved                     | 9/1/70            |
| 3.160 Youth Activities and Planning         | Approved                     | 7/15/70           |
| 3.182 Comprehensive Child Care              | 7/30/70                      | 8/1/70            |
| 3.185 Consumer Protection                   | Approved                     | 8/1/70            |
| 3.201 Transportation Service Center Project | Study Approved<br>9/1/70     | 7/1/70<br>10/1/70 |
| 3.45 Cascade Community Center               | Submitted                    | 8/1/70            |
| 3.186 Multi Service Center                  | New Project Desc.<br>7/30/70 | 8/15/70           |
| 3.202 Citizen Participation                 | 7/1/70                       | 8/1/70            |
| Evaluation Project                          | 7/1/70                       | 8/1/70            |

## COMPREHENSIVE PLANNING

In a city demonstration program, planning can easily become a frustrating process. It can also be very simple if all the parties involved manage to do their home work on time. This material provides some information which may be useful in coordinating a planning process.

### Driving and Restraining Forces

The forces which facilitate planning are:

- 1) Qualified staff with projective and analytical mind.
- 2) Citizen awareness of and concern for neighborhood problems.
- 3) Interest of Existing agencies.

The forces which restrain planning are:

- 1) Conflicts of interest and wanton politics
- 2) Inadequate systems model to guide planning, and lack of systems design
- 3) Insufficient statistical data
- 4) Lack of quality control on objectives
- 5) Improper involvement of citizens and agencies which can create an impasse
- 6) High degree of analysis, design and objectives# refinement required
- 7) Limited resources and insufficient level of effort.
- 8) Skippages in work programs

### Components Affecting Quality of Life

Quality of life is improved through activities in one of the following program categories:

- o Education
- o Health Services
- o Housing, Shelter, and Environmental control
- o Transportation Services
- o Employment and income
- o Public Safety and protection
- o Utilities
- o Social Services (miscellaneous)

These eight are the minimal set of categories that encompasses all of human needs. Bussing and roads would come under transportation services; Garbage collection, street cleaning, sewage disposal, and pollution control all come under environmental control; Recreation and culture, shopping facilities, news media, come under miscellaneous social services; Electricity, water, heat, and gas come under utilities; Law and justice, fire prevention, crime



prevention, and legal service all come under public safety and protection.

Comprehensive planning can take place on the foregoing eight program categories that together determine the quality of the life of an individual.

Planning Process

There is more than one way to plan. The following steps are considered necessary but not sufficient.

Step 1 Identification of Peoples' Priorities (by the people).

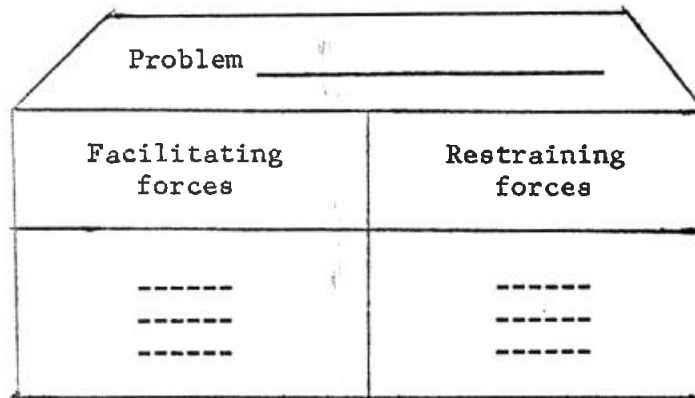
In order to carry out this step, the following procedure may be followed: (a) Set up a task force to certify that the components or program categories are adequately specified and sufficient; overlapping components should be resolved. (b) Present the minimal set of components to the people and after explaining the scope of each component to areas of greatest need; This selection should be done on the basis of "what cannot be delayed" and then "what can be delayed for 1 year, 2 years, 3 years, 4 years, etc. before starting." (c) Ask the citizens to attempt to justify their priorities based on what they already know; the people should at this time state the problems as they see them.

Step 2 Problem Analysis and Definition (by staff or consultant)

The available statistics should be used to verify that the peoples perception of the problems are justified by hard facts. In performing this task it should be borne in mind that some problems may be obvious but very hard to justify on the basis of hard facts. Special surveys and results from previous evaluative reports may be used. Following a reconciliation of facts with people's knowledge the specialist (staff, consultant, or volunteer) should define the problems clearly.

Step 3 Facilities and Constraints (by the people & agencies)

The people and agencies will be convened separately or together to list, for each problem, the facilitating forces on the one hand and the restraining forces on the other:



Step 4 Alternative Solutions (by the people)

In a series of brain-storming sessions, the people will be asked to enlist all alternative solutions to their problems using the table of facilities and constraints. Objectives, strategies, and projects must be listed.

Step 5 System Design (by staff) to be reviewed by the people

Objectives should be formalized, strategies explained and projects described according to format. The end of this is a work program and budget to include what will be done, who will do it, where it will be done, when it will be done, and resources available for it (see official project description format).

Step 6 Program and project approval by CPB, City Council, and other agencies.

Step 7 Action Implementation, continued planning and evaluation. (Final PERT formally adopted)

Time Requirements

The fore-going steps can be completed within two months following the sequence recommended.