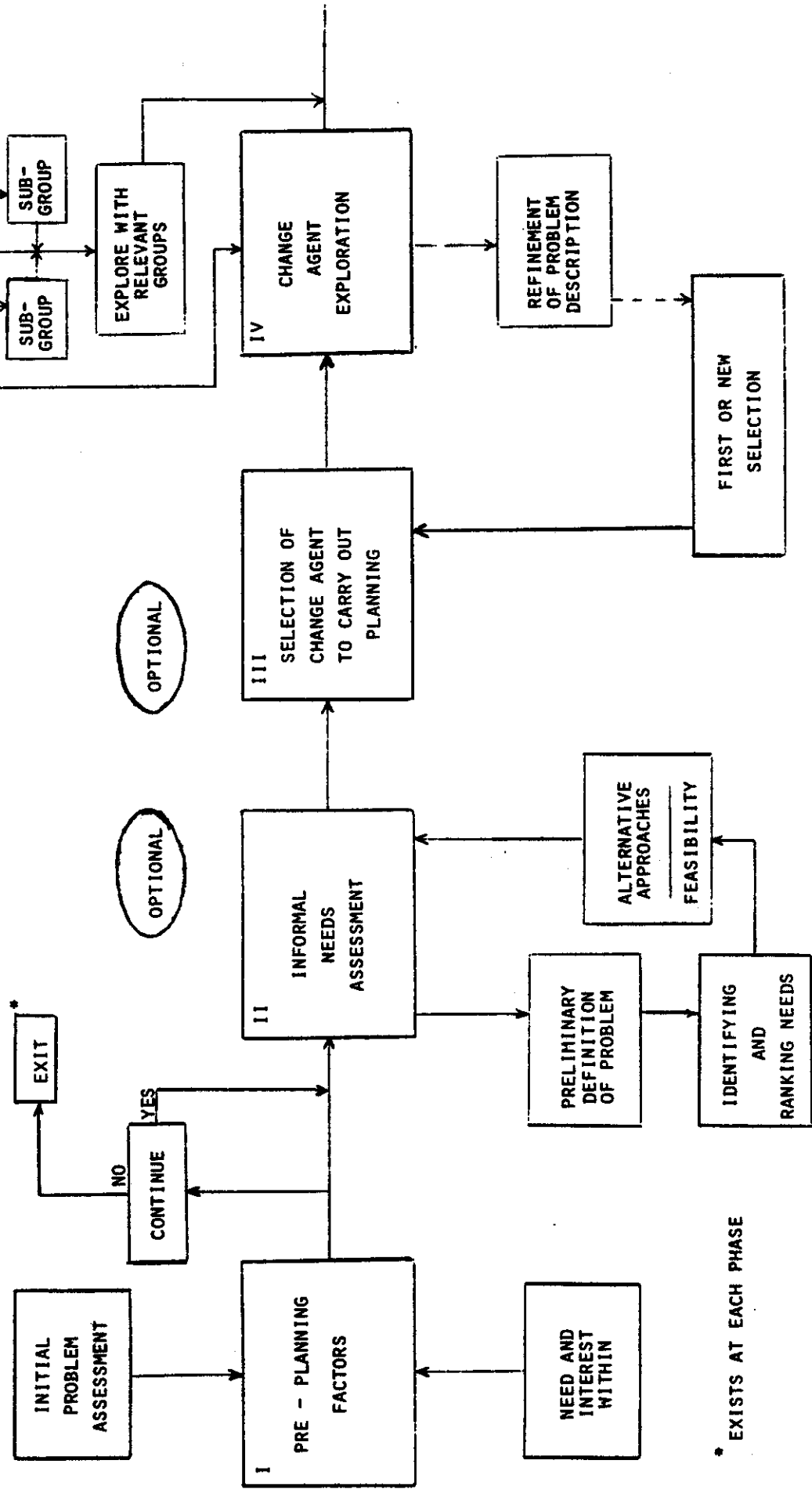
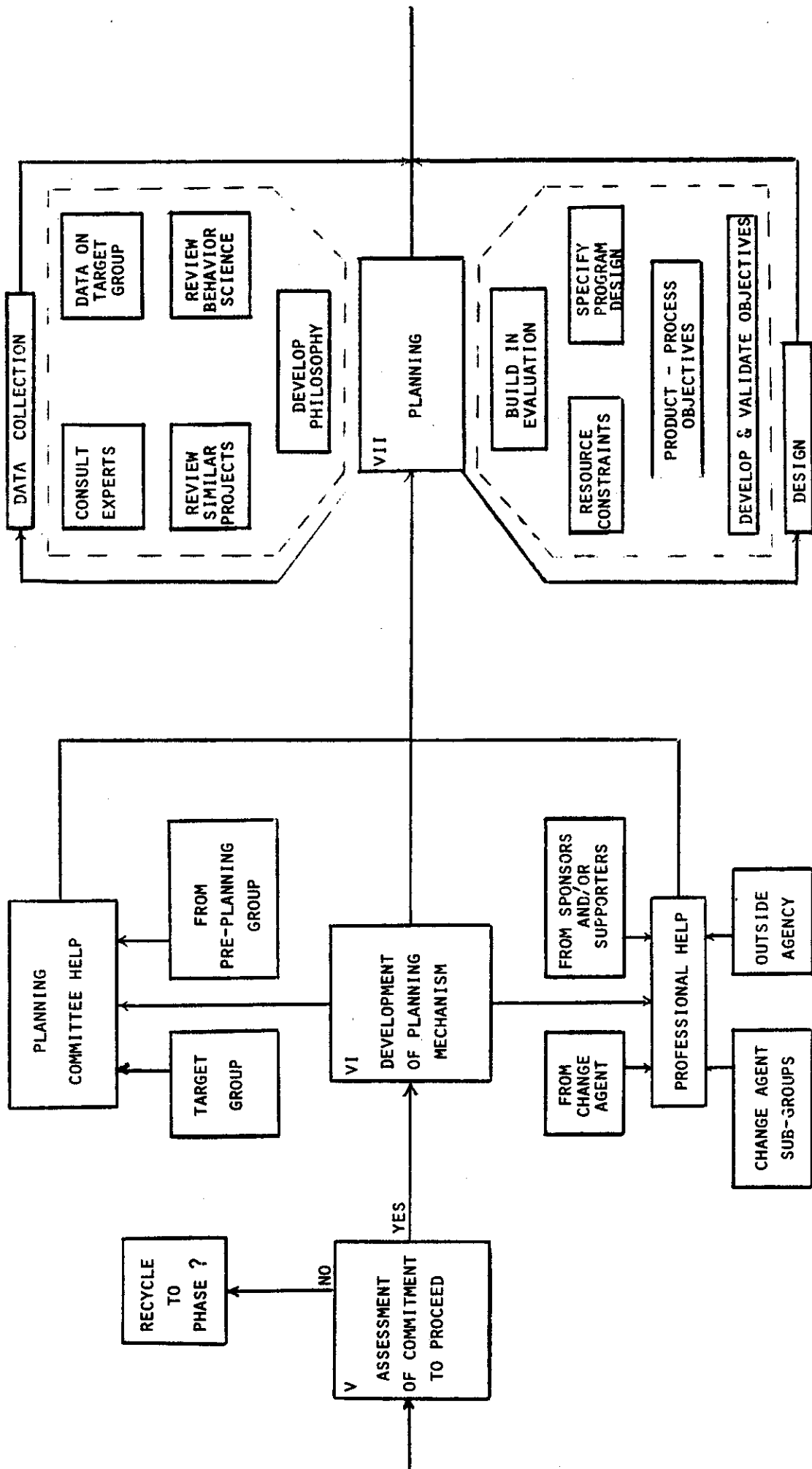


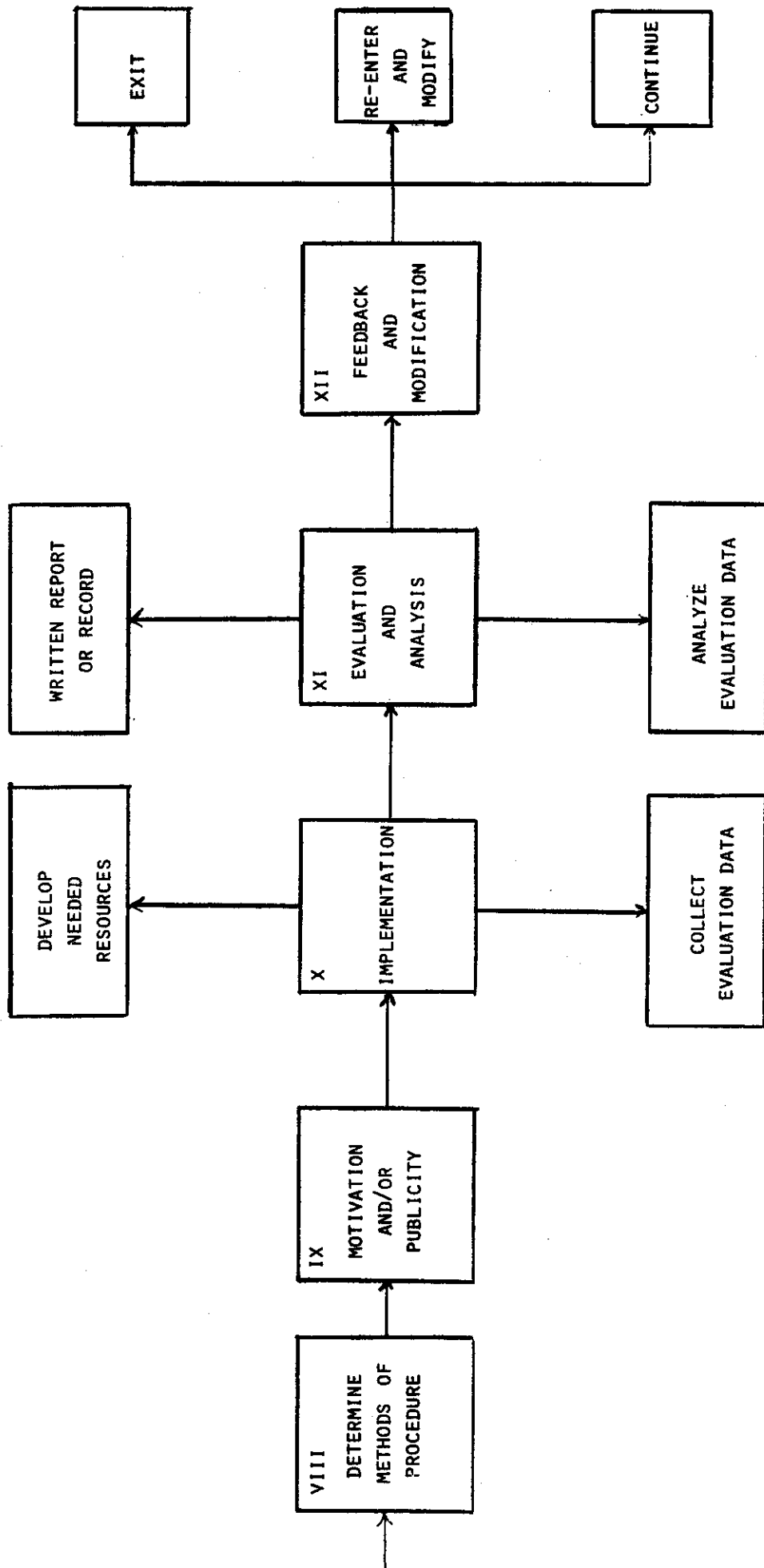
COMMUNITY-BASED PLANNING MODEL

ROGER HIEMSTRA



* EXISTS AT EACH PHASE





THE DECISION-MAKING PROCESS

The following are factors of the decision environment and should be considered as an overriding boundary within which all decisions are made:

1. The number and diversity of organized interest groups and their power to influence decisions.
2. The degree to which political opposition is tolerated or accepted, and the role assigned to it.
3. The dependence of the economic system on private enterprise and the characteristics of enterprise (size, monopoly, and others) and of entrepreneurial behavior.
4. The efficiency of the relevant informational systems: their capacity, load, reliability, promptness, secrecy, etc.
5. The structure of bureaucratic institutions and their performance.
6. The educational level of the population and the size of the university-educated elite.
7. The availability of relevant information and its reliability.
8. The predictability of change within the system and of external changes that will affect its performance.

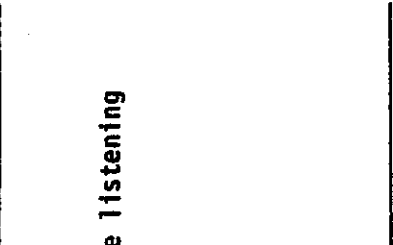
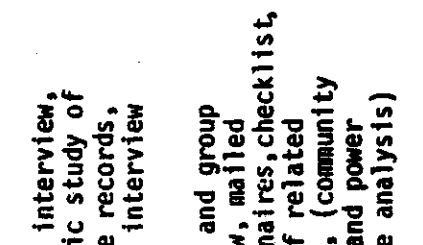
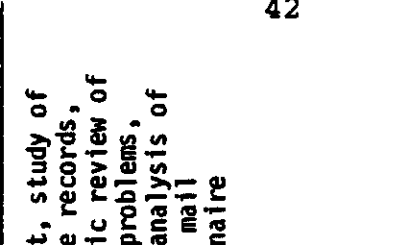
A key for the column labeled "when made" is as follows:

early = the decision usually needs to be made early in the phase and before much data can be collected

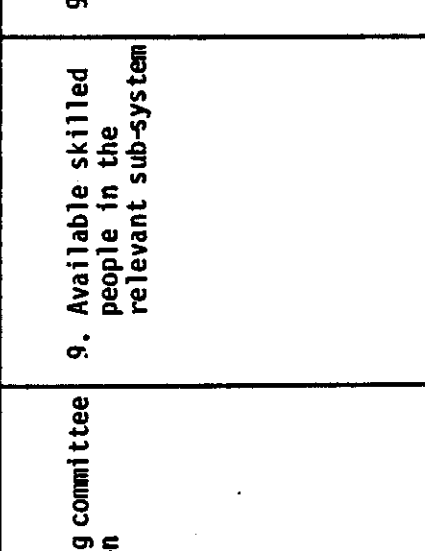
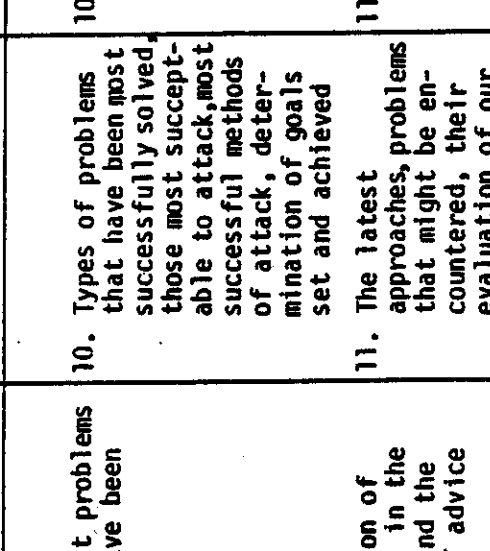
middle = the decision usually needs to be made somewhere in the middle of the phase; after some data has been collected and before all the data has been collected

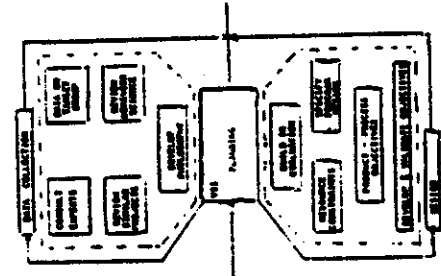
late = the decision usually needs to be made late in the phase and after most or all of the data has been collected



NOTE: It is assumed a decision must be made probably after each numbered decision point whether to continue, reenter, or exit.

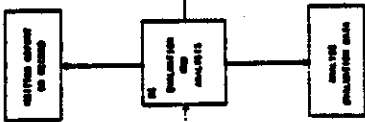
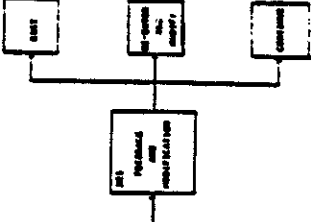
PHASE	WHEN MADE	DECISIONS TO BE MADE	DATA TO BE COLLECTED	METHODOLOGIES AVAILABLE
<p>I.</p> 	LATE	<p>1. Preliminary decision to proceed</p>	<p>1. Is source credible, powerful, reliable</p>	<p>1. Intuitive listening</p>
<p>II.</p> 	MIDDLE	<p>2. Identification, definition, and priority setting of problems</p> <p>3. Selection of a feasible approach to solve the problem</p>	<p>2. Forces inside and outside the system, areas of need, apparent interest and attitudes</p> <p>3. Posture of the power structure, probable target system, probable sponsors, supporters/resources</p>	<p>2. Informal interview, systematic study of available records, personal interview</p> <p>3. Personal and group interview, mailed questionnaires, checklist, review of related problems, (community survey, and power structure analysis)</p>
<p>III.</p> 	LATE	<p>4. Selection of the most appropriate change agent of action system (background and in-service training required)</p>	<p>4. The various change agents or action systems available to or within system, what they can do, success record, etc.</p>	<p>4. Checklist, study of available records, systematic review of related problems, content analysis of reports, mail questionnaire</p>

PHASE	WHEN MADE	DECISION TO BE MADE	DATA TO BE COLLECTED	METHODOLOGIES AVAILABLE
<p>IV.</p>	<p>EARLY</p> <p>MIDDLE</p> <p>LATE</p>	<p>5. Delineation of relevant sub-systems</p> <p>6. Refinement of problem identification, definition, and priority setting</p> <p>7. Refinement of selection of a feasible approach to and resources for solving the problem, including the possible selection of a new change system</p>	<p>5. The various community or system groups—target, planners, power, supporting resources, and sponsors—check their interests</p> <p>6. Situation analysis (forces) and areas of need</p> <p>7. Posture of the power structure, probable target system, sponsors, supporters; change system strength and weaknesses, available system resources (money, educational aid, leaders, etc.)</p>	<p>5. Community survey, power structure analysis, personal interview, team-interview</p> <p>6. Informal interview study of available records, checklist</p> <p>7. Interviews, mailed questionnaires, team problem solving, telephone survey, checklist, power structure analysis, community survey, content analysis of related problem reports</p>
<p>V.</p>	<p>LATE</p>	<p>8. Continuation, re-entry, or exit</p>	<p>8. Amount of commitment by planners, sponsors, supporters, target groups, and administrator of change agent; amount of commitment to not hinder progress by power sources</p>	<p>8. Personal interview, systematic observation, checklist, interest inventory</p>

PHASE	WHEN MADE	DECISIONS TO BE MADE	DATA TO BE COLLECTED	METHODOLOGIES AVAILABLE
<p>VI.</p> 	LATE	9. Planning committee selection	9. Available skilled people in the relevant sub-system	9. Mail questionnaires, personal interview, systematic observation-anecdotal records, supervisory ratings, peer evaluations
<p>VII.</p> 	EARLY	10. Relevant problems that have been solved	10. Types of problems that have been most successfully solved, those most susceptible to attack, most successful methods of attack, determination of goals set and achieved	10. Content analysis of related problem reports case studies, systematic study of available records 11. Telephone interview personal interview, mailed questionnaire, (critical incident technique, supervisory ratings)
EARLY	11. Selection of experts in the field and the type of advice sought	11. The latest approaches, problems that might be encountered, their evaluation of our proposed project, an indication of possible side-effects		

PHASE	WHEN MADE	DECISIONS TO BE MADE	DATA TO BE COLLECTED	METHODOLOGIES AVAILABLE
VII. (continued) 	EARLY	12. Selection of the field of behavior science pertinent to the program	12. Conditions under which behavioral change and motivation is encouraged	12. Content analysis of available records, case study, systematic study of available records
	MIDDLE TO LATE	13. Nature of the target group	13. All data on the target group; value system, how they might be reached, how other programs have succeeded or failed with them	13. Interest and attitude inventory, content analysis of census data, community survey, (school survey), personal interview, telephone survey, panel survey, mailed questionnaire, systematic study of available materials
	MIDDLE	14. Program objectives selection (including acceptance of validation results)	14. All possible objectives, their priority needs, their relationship to the problem, how they can be evaluated, educational and organizational differences	14. Team problem solving, content analysis, systematic study of available materials
	MIDDLE TO LATE	15. The program design acceptance (lesson plan sequence and method, location of instruction, instructional aids, required pace of change, length of program, area of influence and activity, evaluation procedures, calendar of events)	15. Learning outcome needs, resources available (instructional, people, money, and evaluation), feedback on lesson planning and evaluation design, area of activity, and area of influence (side-effects), time flow needs, scope of project needs	15. Checklist, team problem solving, informal interview, group interview, systematic study of available materials, content analysis

PHASE	WHEN MADE	DECISIONS TO BE MADE	DATA TO BE COLLECTED	METHODOLOGIES AVAILABLE
VII. (continued)	LATE	16. Resource allocation	16. Interdependency among objectives, interdependency of resources, influence of external variables	16. Team problem solving, content analysis
VIII. 	LATE	17. Selection of method and time of procedure	17. Pilot study or demonstration results	17. Field study, telephone survey, mailed questionnaire, personal interview, systematic observation, systematic study of available records
IX. 	LATE	18. Selection of motivational techniques	18. Kinds and uses of motivational media, probable acceptance of motivational procedures of other studies or programs	18. Systematic study of available material, content analysis, team problem solving

PHASE	WHEN MADE	DECISIONS TO BE MADE	DATA TO BE COLLECTED	METHODOLOGIES AVAILABLE
<p data-bbox="418 1898 443 1940">XI.</p> 	<p data-bbox="418 1276 443 1339">LATE</p>	<p data-bbox="418 911 475 1184">22. Evaluation data interpretation</p> <p data-bbox="800 974 824 1184">23. Report Data</p> <p data-bbox="946 890 1003 1184">24. Continuation, re-entry, or exit</p>	<p data-bbox="418 516 743 852">22. Planned evaluation data, side-effect data, cost analysis, other similar report data, analysis of foregoing phases, resistance of environment to change, conflicting relations along the way</p> <p data-bbox="800 537 889 852">23. Who needs or desires feedback-future use of DATA</p> <p data-bbox="946 600 1003 852">24. Evaluation Interpretation</p>	<p data-bbox="418 111 776 495">22. Field experiment, field study, personal interview, case study, team interview, mailed questionnaire, systematic observation</p> <p data-bbox="800 111 922 495">23. Team problem solving, checklist, mailed questionnaire, content analysis</p>
<p data-bbox="1179 1898 1203 1961">XII.</p> 	<p data-bbox="1230 1289 1255 1352">LATE</p>	<p data-bbox="1230 890 1287 1184">25. Continuation, re-entry, or exit</p>		