

PHASE II PLANNING STUDIES

For

CONTINUING THE STATE PLANNING AND PROGRAMMING PROCESS

For

THE STATE OF IOWA

This work program calls for the conduct of various planning studies that are essential to the continuing development of a statewide comprehensive planning and programming process for the State of Iowa. In studies now being accomplished in Phase I of the statewide comprehensive planning program, a number of urgent and basic planning needs have been identified. These needs generally relate to the refinement and extension of economic and population data and trend projections previously accumulated and carried out; development of methods and procedures for, and the formulation of statewide policies in selected functional areas; creation of procedures and supporting organizations within the structure of state government for effectuation of comprehensive planning and programming; and the delineation of formal instruments of communication and coordination to be used by policy makers and administrators in effectuating the evaluating and implementation of the outputs of the comprehensive planning and programming process.

The work program contemplated in this application will serve a variety of purposes. First, it will provide refined and more complete information necessary to all departments and agencies of the state government in the performance of thier

planning activities. Secondly, it will expedite the implementation of the statewide planning and programming process through the development of machinery for articulating, implementing, and evaluating plans and policies. Thirdly, it will serve as a means for improving staff capabilities in the performance of comprehensive planning and programming activities. Fourth, it will intricate certain functional planning studies where definite policy needs have been identified and where basic information is currently available. These studies will be integrated with the various planning studies now under way as well as being integrated with and providing the basis for subsequent planning activities on the part of the State of Iowa.

The Phase II planning studies will consist of work in four general areas.

These are:

- A. Basic Governmental Planning Requirements
- B. Planning for Comprehensive State Development
- C. Procedures and Organization for Planning and Programming
- D. State Development Planning Processes.

Details of the work to be performed in each of these areas are described in the narratives for each individual work item.

It is anticipated that this work will be accomplished over a twelve-month period with tangible results of specific work items generated at various intervals during this period.

The network diagram on the succeeding page illustrates the timetable for accomplishing this work.

STATE OF IOWA

OUTLINE

FOR A

CONTINUING STATE PLANNING AND PROGRAMMING PROCESS

PHASE II

A. BASIC GOVERNMENTAL PLANNING REQUIREMENTS

1. Refinement and Extension of Population Trend Projections
2. Refinement and Extension of Economic Trend Projections
3. Preparation of Statistical Abstract and Economic Reports

✓ in needs

B. PLANNING FOR COMPREHENSIVE STATE DEVELOPMENT

1. Preparation of a Statewide Air Transportation Policies Plan ✓
2. Formulation of a Continuing Statewide Higher Education Policy
3. Refinement and Extension of Statewide Information System
4. Inventory of Public and Private Research Activities

C. PROCEDURES AND ORGANIZATION FOR PLANNING AND PROGRAMMING

1. Organization for Program Planning
2. Preparation of a Manual for Comprehensive Planning and Programming
3. Communication and Public Information Design
4. Establishment of a Training Program for Planning and Programming

D. THE STATE DEVELOPMENT PLANNING PROCESS

1. Review and Evaluation of Functional Development Plans
2. Preparation of a Prototype Biennial Development Program
3. Program Evaluation and Review
4. Program Coordination and Policy Guidance

CONTINUING THE STATE PLAN

Work Items

Basic Governmental Planning Requirements

II.A.1 Refinement and Extension of Population Trend

- _____
- _____
- _____

11.B.1 Preparation of a Statewide Air Transportation

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-
-
-

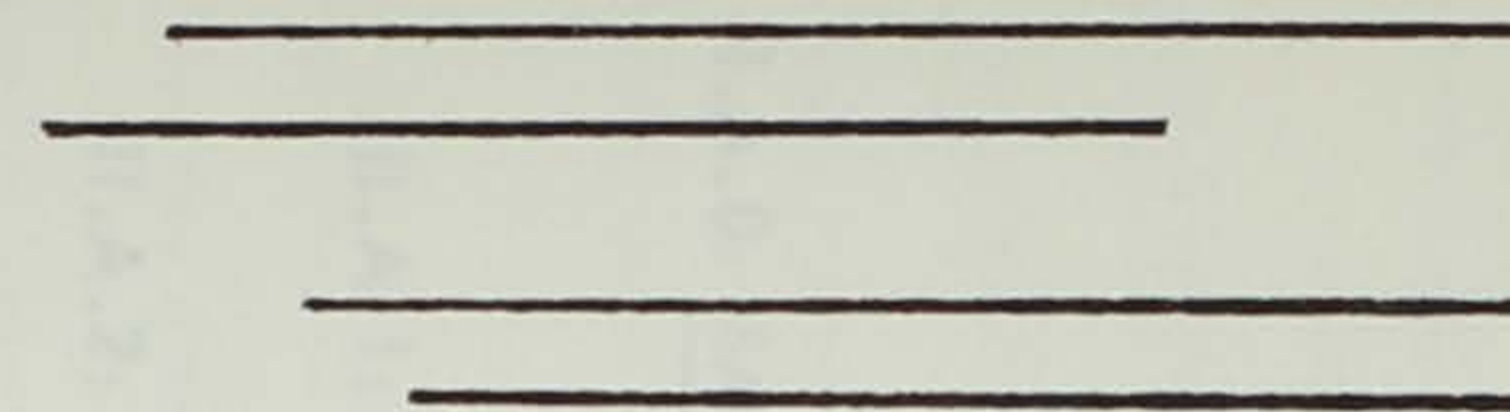
Work Items

Months

1 2 3 4 5 6 7 8 9 10 11 12

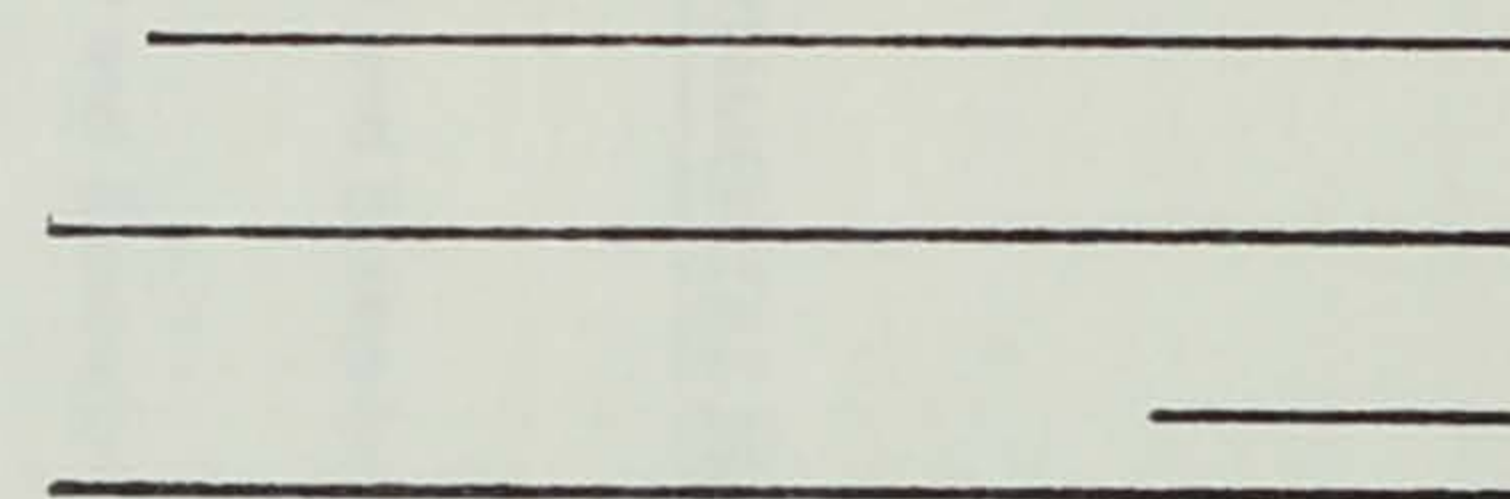
Procedures and Organization for Planning and Programming

- II.C.1 Organization for Program Planning
- II.C.2 Preparation of a Manual for Comprehensive Planning and Programming
- II.C.3 Communication and Public Information Design
- II.C.4 Establishment of a Training Program for Planning and Programming



The State Development Planning Process

- II.D.1 Review and Evaluation of Functional Development Plans
- II.D.2 Preparation of a Prototype Biennial Development Program
- II.D.3 Program Evaluation and Review
- II.D.4 Program Coordination and Policy Guidance



Work Plan II.A.1

Refinement and Extension of Population Trend Projections

Objective of the Work Plan

The objective of this work is to update and refine existing population projections

as a basis for the preparation of regional development plans for the state and local

II.A.0: BASIC GOVERNMENTAL PLANNING REQUIREMENTS

Work Plan II.A.1: Refinement and Extension of Population Trend Projections

II.A.2: Refinement and Extension of Economic Trend Projections

II.A.3: Preparation of Statistical Abstract and Economic Reports

Review, analyze and prepare alternative sources of information on population
such as the U. S. Bureau of the Census, state and local government vital
statistics, etc., as a basis for continued updating and refinement of regional and
county projections.

Defensive changes in methodology necessary to achieve increased reliability in
the updating of population trend projections during biennial periodic inventories
and multi-county regions within the state, and to derive information on sub-components
of the trend projections required by state and local agencies for the planning of their
particular programs.

Specific attention will be addressed to the following:

- Methods used to determine patterns of migration, as between sub-regions of the
state and other areas elsewhere in the state and the nation.

Work Item II.A.1

Refinement and Extension of Population Trend Projections

Objective of the Work Item

The objective of this work is to update and refine existing population projections as a basis for the provision of improved demographic information to state and local agencies, particularly for planning involving multi-county regions.

Work to be Done

Review, analyze and evaluate prior work concerning state population projections in terms of requirements for updating and for use as a base for the refinement of regional and county projections.

Review, analyze and evaluate alternative sources of information on population such as the U. S. Bureau of the Census, state and local information on vital statistics, etc., as a base for continued updating and refinement of regional and county projections.

Determine changes in methodology necessary to achieve improved sensitivity in the updating of population trend projections during intercensal periods for counties and multi-county regions within the state, and to derive information on sub-components of the trend projections required by state and local agencies for the planning of their particular programs.

Specific attention will be addressed to the following:

- Methods used to determine patterns of migration, as between sub-areas of the state and other areas elsewhere in the state and the nation.

- The possible use of data from Social Security or Internal Revenue sources among others, in order to obtain a more precise reading of the migration components within population trend projections.
- The feasibility of instituting an improved information base from data on school registration, taking into account the fact that school districts do not conform to county boundaries.
- The development of methods of analysis for sensitive areas of population change, i.e., armed forces installation, institutions and universities; and methods for incorporating such information on an ongoing basis in the refinement and adjustment of population trend projections.
- The development of refined information on the characteristics of the non-working population in Iowa, particularly for those over sixty-five and under sixteen.
- The determination of the feasibility of supplying improved small area projections on a scheduled or request basis to state and local agencies which need such information, including an analysis of the relationship of such projections to sources of information on small areas such as the Bureau of the Census, the Office of Business Economics, etc.

Update and refine the projections made for the State of Iowa under Work Item I.B.1

Phase I of the Comprehensive State Planning Program for the state, its counties and multi-county region.

Determine methods for the rapid revision of regional projections necessitated by possible changing in the boundaries of the state's regions.

Product of the Work

This work will result in a report containing refined and updated population trend projections for the state, its counties and multi-county regions; a system for ongoing refinements based on key components such as changes in rates of mobility, etc., and a statement of the methodology and assumptions which governed the conduct of this work.

Relationship to Other Work

In addition to the relationship cited above this work will require close coordination with the following:

- Work Item II.A.2, refinement and extension of economic trend projections.
- Work performed by Iowa's state agencies relating to compilation and use of population data.
- Work performed by regional planning groups in the state relating to compilation and use of population data.
- Work performed by Iowa University relating to compilation and projection of population data.

Resources Required

This work will be conducted under the general supervision of Director of the Office of Planning and Programming, with specific direction to be provided by the State Economist. Major consultant support will be necessary for the provision of assistance in the design of the project, the conduct of the work, and the evaluation of results.

Estimated Time and Costs

Staff

Consultant

\$ 6,000.00

\$ 10,000.00

Work Item II.A.2

Refinement and Extension of Economic Trend Projections

Objective of the Work Item

The objective of this work is to update and refine existing economic projections and to extend these projections to multi-county and county areas.

Work to be Done

Review, analyze and evaluate economic trend projections prepared under prior phases of the state planning program for applicability to the preparation of trend projections for regional and county areas. Examine other sources of information such as the U. S. Bureau of the Census and the Bureau of Labor Statistics for potential use in regular updating of state, regional and county projections and in increasing the degree of reliability of these projections.

Utilizing the Fort Dodge multi-county region as a pilot project area, design methods of analyzing and testing the effect of alternative public investment policies on growth patterns within the rural-urban regions of the state. Emphasis will be placed on the effect of such policies on population patterns, employment and income redistribution within multi-county regions. These procedures will be tested within the pilot area with regard to the ability to manipulate this statistical information on a multi-county basis.

- Prepare a 1963 sales and purchases by industry table (OBE model) using converted program purchased from IB17 Service Corporation for Iowa and the multi-county areas within Iowa.

- Prepare projections of future migration and settlement patterns to show population, employment, and income distribution within multi-county areas according to size classification of service center.

Product of the Work

The work will culminate in a report containing necessary data for state economic planning and regional development planning.

Relationship to Other Work

In addition to the relationships cited above, this work will require close coordination with the following:

- Work Item II.A.1, Refinement and Extension of Population Trend Projections.
- Work performed by state agencies relating to compilation of economic data.
- Work performed by regional planning groups relating to use and compilation of economic data.
- Work performed by Iowa Universities relating to compilation and projection of economic data.

Resources Required

This work will be conducted under the general supervision of Director of the Office of Planning and Programming, with specific direction to be provided by the State Economist. Major consultant support will be necessary for the provision of assistance in the design

of the project, the conduct of the work, and the evaluation of results.

Estimated Time and Costs

Objectives of the Work Item

A key element in effecting a comprehensive state planning program is the availability of up-to-date, consistent, commonly based statistical information. Specifically, the information should be prepared at two levels to serve two distinct types of users.

First, executive level economic information should be prepared. It should be broad-based and far-reaching in character, focusing primarily on the overall status of the overall economy and aimed at long-range decision making.

Secondly, information designed to serve state and intermediate range decision making, provided to appropriate planning and development agencies and appropriate personnel, should consist of detailed projections in such areas as population and population characteristics, social and cultural data, and providing key indicators of state and area economic growth.

Pursuant to this need, it is the function of this work item to formulate the methods, procedures and design for the preparation on a continuing basis of an executive oriented economic report and an administrative-oriented report of statistical data for the State of Iowa which can also be made available to the general public.

Work to be Done

The work to be accomplished in this element will include the formulation of

Work Item II.A.3

Preparation of Iowa Statistical Abstract and Economic Output

Objective of the Work Item

A key element in effecting a comprehensive state planning program is the availability of up-to-date, consistent, commonly based statistical information. Specifically, such information should be prepared at two levels to serve two distinct types of uses.

First, executive level economic information should be prepared. It should be broad-based and far-reaching in character, focusing primarily on the causal effects of the overall economy and aimed at long-range decision-making.

Secondly, information designed to serve short and intermediate range decision-making, provided to appropriate planning and development agencies and managerial personnel, should consist of detailed projections in such areas as population and population characteristics, social and cultural data, and provide key indicators of state and area economic growth.

Pursuant to this need, it is the function of this work item to formulate the methods, procedures and design for the preparation on a continuing basis of an executive oriented economic report and an administration-oriented report of statistical abstracts for the State of Iowa which can also be made available to the general public.

Work to be Done

The work to be accomplished in this element will include the formulation of

procedures and methods for the provision of continuing information and the preparation of a prototype economic report and a prototype statistical abstract. Included in this work will be:

Economic Report

- An analysis of Iowa's economic progress over time, including a review of the causes and effects of major economic patterns.
- A review of the state's present economic situation.
- An interpretation of the state's major economic strength and weaknesses.
- An evaluation of Iowa's economic potential and a review of future courses of action to achieve a strong, but broadly-based, economy.

Statistical Abstracts

- The determination of the types of data that should be compiled in terms of maximum impact on the decision making process.
- The gathering and assembly of time-series statistical data in appropriate subject areas.
- The presentation of this information in a manner which will assure the greatest immediate usefulness.

Product of the Work

The product of this work will be:

- A report describing the methods and procedures to be followed in the preparation of economic and statistical information for the State of Iowa on a continuing basis.
- A prototype economic report for use by the Governor and other state, regional and local executive officers designed to improve long-range decision making and development policy formulation.
- A prototype statistical abstracts report for use by planning and programming agencies, executive office personnel and appropriate operating agencies to aid in making short to intermediate range decisions for overall state and local development.

Relation to Other Work Items

The work undertaken in this element will be closely coordinated with the short term population and economic studies carried out in Phase I of the Comprehensive State Planning Program (Work Items I.B.1 and I.B.2) and with the work on refining and extending population and economic projections to be undertaken in Phase II of the planning program (Work Items II.A.1 and II.A.2).

The results of this work will become an important component in the statewide information system (Work Items I.A.4 and II.B.3).

Prior work carried out by state and state related agencies will be incorporated in this element to as great an extent as is feasible.

Resources Required

This work will be conducted by the staff of the Office of Planning and Programming with the cooperation, assistance and consultation of appropriate personnel of the Iowa State University.

The staff and university personnel will be responsible for the preparation of the prototype statistical abstracts report and the prototype economic report.

An advisory committee comprised of key academic business and industrial economists will be appointed by the Governor to review and evaluate the executive economic report committee recommendations to be incorporated in the preparation of the final economic report.

Estimated Time and Costs

\$ 26 000.00

Work Item B.1

Preparation of a Statewide Air Transportation Policies Plan

Objective of the Work Item

The objective of this work item is to develop a comprehensive policies plan

II.B.0: PLANNING FOR COMPREHENSIVE STATE DEVELOPMENT

II.B.1: Preparation of a Statewide Air Transportation Policies Plan

II.B.2: Formulation of a Continuing Statewide Higher Education Policy

II.B.3: Refinement and Extension of Statewide Information System

II.B.4: Inventory of Public and Private Research Activities

II Work Item B. 1

Preparation of a Statewide Air Transportation Policies Plan

Objective of the Work Item

The objective of this work item is to develop a comprehensive policies plan for aviation within the State of Iowa. The plan will identify long range development patterns for commercial and general aviation facilities within the state; define and articulate the needs and opportunities of aviation as a part of the overall transportation network; and will set forth policies for the overall development of air transportation within the state and on inter-state bases, insofar as feasible.

Work to be Done

Inventory existing airport conditions and needs including:

- Examination of current physical facilities, air passenger and cargo volumes, etc.
- Review and analysis of financial, administrative and legal structure with regard to the future of existing facilities.
- Determination of the degree and extent of airport problems with particular reference to facilities, surface accessibility, and surrounding land uses.

Develop and forecast future aviation activity within the State of Iowa, including:

- Forecasts of air passenger traffic, and how these forecasts relate to anticipated national growth

- Forecasts of air cargo volumes, and how these volumes relate to national trends, area economic growth, etc.
- Forecasts of general aviation activity, and how these forecasts relate to national projections, or reflect area economic growth, improved technology, etc.

Analyze the adequacy of existing airports to serve future requirements in terms of convenience and access, anticipated volume, facility adequacy and such other factors as are appropriate. Both general aviation and commercial service needs would be considered in this analysis.

Prepare long-range policy plans for future airport development for a 20-year period. This work will use as a base existing policies and programs of general and commercial aviation and utilize analyses made in the above work. These plans would take into consideration the function of air transportation as an integral component of the overall transportation network. The policy plans would lay out long-range objectives for air transportation and would reflect and be considered with overall development policies of the state.

Develop a short-range five-year program for facility and service improvements for general and commercial aviation within the state. This work would reflect the findings, inventory and analyses activities, short-range air transportation development policies, and overall policies for the development of the state.

Product of the Work

The product of the work outlined in this work item will be a comprehensive aviation plan for the State of Iowa encompassing and delineating policies for general and commercial aviation as a part of the total transportation network of the state and an overall scheme for improvements to the existing airport network to meet current and future requirements for air transport. A five year program for the ordering and implementation of immediate improvements to the air network will also be prepared.

Relationship to Other Work

Phase I Short Term Population and Economic Trend Projections (Work Items I.B.1 and I.B.2), and Phase II Refinements and Extensions of Population and Economic Trend Projections (Work Items II.A.1 and II.A.2) will serve as direct inputs in the preparation of the Statewide Air Transportation Policies Plan. Work completed by appropriate state and federal agencies will also serve as inputs in the plan preparation.

The final air transportation plan will provide input information to the formulation of a statewide transportation policy and strategy. Data developed by the study will become an integral part of the statewide information system (Phase I, Work Item I.A.4).

Resources Required

A special consultant, experienced in the field of air transportation planning, will be retained to undertake this work. The Director and appropriate staff personnel of the State Commission of Aeronautics will participate directly in the preparation of the plan and the identification and formulation of policies, working closely with the special consultant.

Work Item II.3.2
All work in this element will be under direct supervision of the Director of the Office of Planning and Programming.

Estimated Time and Costs

\$ 28,000.00

Work Item II.B.2

Formulation of a Continuing, Statewide Higher Education Policy

Objective of the Work Item

The purpose of this work item is twofold. The first phase will involve the formulation of a comprehensive higher education policy. The primary objectives of the policy will be to integrate the various functions and roles and to maximize the overall utility of all public and private institutes of higher education within the State of Iowa.

The second phase of this work item will involve the formulation of the methods and procedures necessary to effectuate the higher education policy on a continuing basis. Such a process would insure flexibility within the policy structure, allowing it to react effectively to changes in public and private higher education demands.

In recent years, several studies and reports have been undertaken relative to Iowa's institutes of higher education. Each report has investigated a functionally related series, or several independent aspects of post high school education in light of future fiscal, physical, manpower and policy requirements. These studies, and others undertaken prior to the scheduled commencement of this work will provide a solid base for the formulation, adoption and implementation of a continuing post high school education policy.

Work to be Done

The work to be accomplished in formulating the basis and methodology for a continuing statewide policy on post high school education will include the identification of existing goals, functions and roles of:

- Four year public, private and denominational colleges and universities
- Two year public and private colleges
- Public and private vocational, trade and technical schools
- State and federally funded extension services

Relative to the existing functions and policies of the various types of higher educational institutions:

- Identify policy gaps and the need for specific expressions of higher education policy
- Examine alternative methods of meeting higher education requirements within the State (i.g. additional publicly supported institutions, or establishing additional functions within existing institutions; realignment of the functions and activities carried out in existing public and private institutions, etc.) and evaluate the impact of each alternative

- Relate alternative policies to discernable occupational opportunities, educational goals, internal or other socio-economic goals, etc.
- Prepare a draft of higher education policies for purposes of review and discussion. The draft policies plan will be tested on a pilot basis. (The preparation of legislation and such other tools as are necessary for the effectuation on a continuing basis will be included in the draft policies plan.)

Product of the Work

The product of this work item will be a report for use by the Governor, the Legislature and top administrators involved in the educational process throughout the State. The report will present a draft higher-education policy for the State, identify and evaluate the implications of implementing such a policy, review alternative policies that might be employed, and present the methodology and procedural base used in the performance of this work.

Relationship to Other Work Items

The work item will use as a base all pertinent reports related to post high school education. Policy statements from the Governor's office, the office of Planning and Programming, Iowa Association of Private Colleges and Universities, the State Board of Public Instruction, the State Board of Regents and such other committees, authorities and organizations, as are appropriate will be reviewed and integrated into the comprehensive policy formulation.

The work element will also use as direct input information from the following work items:

Phase I

- State Goals, Problems and Opportunities (Work Item I.A.1)
- Analysis of Existing State Programs (Work Item I.A.2)
- Short-Run Population Trend Study (Work Item I.B.1)

Phase II

- Refinement and Extension of Population Trend Projections
(Work Item II.A.1)
- Refinement and Extension of Economic Trend Projections
(Work Item II.A.2)

Resources Required

An Advisory Committee on Higher Education policy will be established by the Governor. The members of the committee will be named by the Governor, and all committee reports and recommendations will be presented to the Governor.

The performance of this work item will be the responsibility of the Office of Planning and Programming. A special consultant will be retained to work with and under the direction of the Director to design the study and to carry out the technical aspects of the work.

General policy guidance will be provided to the Office of Planning and Programming by the Governor's Advisory Committee.

Estimated Time and Costs

\$ 25,000.00

Work Item II.B.3

Refinement and Extension of Statewide Information System

Objective of the Work Item

In Phase I of the State Comprehensive Planning Program the basic design of a comprehensive system for the acquisition, storage and retrieval of planning, programming and operational information was prepared. The system was developed to a level known technically as "systems analysis" or as "macro-design." Inventories were undertaken of operating and proposed computer based information systems, the purposes for which each machine was or is expected to be used, and the immediate and long-range informational needs for various state and regional agencies. General procedures were developed for the acquisition, storage, retrieval and display of information, and for the effective integration of various types and levels of information into the statewide information system. Output report forms and general system configuration among the several system components were designed. Detailed machine requirements, operating procedures and complete cross-tabulation techniques were not developed.

It is the function of the Work Item to refine and extend the statewide information system to a level known as "detailed systems design" or "micro-design." The overall objective of this work will be to make the statewide information system an operating mechanism.

Work to be Done

Using Phase I information system outputs as a foundation, the work to be accomplished in this Work Item will include the development of detailed machine specifications and hardware and software requirements and distribution. The specific informational and manipulatory functions to be carried out in the central and sub-central information units will be determined. The informational requirements for state planning and programming together with operating requirements, as identified in Phase I activities, will be assigned to appropriate components within the system. Computer logic will be developed and procedures for expanded informational controls will be articulated.

Machine testing in one or more functional areas will be undertaken to identify system gaps. Such testing will involve the collection and storage of data on the subsystem level, the requisition and flow of information from the subsystem level to the central unit, combination and manipulation of commonly based information on the central level, and subsequent information distribution or display. Various cross-tabulation techniques will also be examined.

Product of the Work

The product of this Work Item will be an operational statewide information system. Periodic working paper reports presenting in detail the various system components and configurations, machine specifications and explicit functions, and the computer logic to be employed will be prepared during the course of the work. A final report describing the overall system will also be prepared.

Relationship to Other Work Items

It will be important to the successful implementation of the statewide information system that this work be closely coordinated with the short and long-range goals and the underlying philosophy of the comprehensive state planning program. In addition, this Work Item will use as direct inputs, the work accomplished in the following elements:

Phase I

- State Goals, Problems and Opportunities (Work Item I.A.1)
- Analysis of Existing State Programs (Work Item I.A.2)
- Coordination of Federal, State, Regional and Local Programs
(Work Item I.A.3)
- Information Storage, Retrieval, and Display System Design
(Work Item I.A.4)
- Regional Definition (Work Item I.B.3)
- Government Services and Local Government Organization
(Work Item I.B.6)

Phase II

- Procedures and Organization for Planning and Programming
(Work Item II.C.0)

- The State Development Programming Process (Work Item

II.D.0)

Resources Required

A special system consultant will be retained to work with and under the supervision of the Director of the Office of Planning and Programming and with appropriate agency heads in the design and implementation of the statewide information system.

Estimated Time and Costs

\$ 25,000.00

Work Item II.B.4

Inventory of Public and Private Research Activities

Objective of the Work Item

The State Technical Services Act of 1965 was established to enable business, commerce and industry to acquire and use scientific, engineering and other technical information more effectively through such means as:

- The preparation and dissemination of technical reports, abstracts, computer tapes, reviews and similar scientific, engineering and other technical information, including the establishment of state or regional technical information centers for this purpose.
- The establishment of a technical information reference service to identify sources of engineering, scientific and other technical or research activities.
- The design and effectuation of industrial workshops, seminars and training programs, extension courses, demonstrations and field visits designed to encourage the more effective application of scientific and technical information.

Pursuant to these objectives and in accordance with Section 3 of the State Technical Services Act, the Iowa State Board of Regents was designated to develop, administer and coordinate technical services activities within the State of Iowa. Currently, the Iowa State University of Science and Technology is conducting conferences, seminars, extension programs and workshops intended to instruct and inform interested business, commerce and industrial companies and agencies in the new and innovative techniques developed by various research activities.

It is the function of this work item to both further the effectiveness of existing technical services within the State of Iowa and to effectuate overall development policies expressed in the Comprehensive State Development Program by undertaking an in-depth inventory of public and private research activities within the State of Iowa.

Work to be Done

The work to be done in undertaking a comprehensive inventory of research activities within the State of Iowa will include:

- a listing of all companies, laboratories and institutions undertaking basic or applied research within the state, including:
 - a. industrial research
 - b. university research laboratories
 - c. state government research
 - d. federal government research
- a review of the specific field and type of research being undertaken.
- a listing of who performs the research (in-house, special research consultants or institutes, others) and where the research is performed.
- an annotated bibliography of publications available from each company, laboratory or institution, or technical service center.

A directory of research activities within the State of Iowa will be prepared incorporating the above information and other information as appropriate.

Product of the Work

The product of this work will be a directory of public and private research activities being carried out within the State of Iowa. The directory will be used by public and private companies, institutions and governmental agencies in transferring and effectively integrating technological advances achieved in many varied and diverse disciplines.

The information gathered in this work will become a part of the statewide information system. It will be disseminated to all interested parties on a request basis. It is anticipated that this function will aid in the overall economic development of the state as detailed in the Comprehensive State Development Planning Program.

Relationship to Other Work

The work accomplished in this element will be fully integrated into the statewide information system developed in Phase I and Phase II of the Comprehensive State Planning Program (Work Items I.A.4 and II.B.3). The work will also serve as a direct or indirect input to many of the planning and development studies undertaken in both phases of the planning program.

The research inventory will also serve to further the utility of technical services provided by the State Board of Regents.

Resources Required

This work will be undertaken by the State Board of Regents with the cooperation and assistance of the Office of Planning and Programming.

Estimated Time and Costs

II.C.1. PRELIMINARY ORGANIZATION FOR PLANNING \$ 40,000.00

II.C.2. DEVELOPMENT OF PLANNING

II.C.3. PREPARATION OF A MASTER PLAN FOR COORDINATED PLANNING AND PROGRAMMING

II.C.4. COMMUNICATION AND PUBLIC INFORMATION DESIGN

II.C.5. ESTABLISHMENT OF TRAINING PROGRAMS FOR PLANNING AND PROGRAMMING

Work Item II.C.1

Organization and Program Planning Study

Objective of the Work Item

Identify all of the state's departments, boards and commissions involved in

II.C.0: PROCEDURES AND ORGANIZATION FOR PLANNING AND PROGRAMMING

agencies that provide services which directly or indirectly affect the economic, social

and physical development of the state.

II.C.1: Organization for Program Planning

Is the purpose of this work item to examine the structure of all departments and

agencies in order to determine the most effective way to organize the state's planning and programming efforts.

II.C.2: Preparation of a Manual for Comprehensive Planning and Programming

and to develop a manual to effectively coordinate such work and to ensure the

extent of coordination and interagency communication.

II.C.3: Communication and Public Information Design

II.C.4: Establishment of Training Programs for Planning and Programming

Review and evaluate each major state agency (excluding those agencies whose

function involves teaching and quasi-teaching activities) to determine

- Internal planning and programming capabilities, current approach, objectives,

- Plans, regulations, and other factors.

- Coordination and coordinative relationships between departmental planning and

- programming units (e.g., Highway Committee, Board of Control) and to assess

- inter-departmental planning efforts.

- The relationship between agencies and the statewide comprehensive planning

- program as undertaken by the Office of Planning and Programming.

Work Item II.C.1

Organization and Program Planning Study

Objective of the Work Item

Nearly all of the state's departments, boards and commissions are involved in planning-oriented activities in one or more functional or sub-functional areas. Many agencies also provide services which directly or indirectly affect the economic, social and physical development of the state, its regions or its political subdivisions. It is the purpose of this work item to examine the structure of all appropriate state agencies in light of their individual planning and programming activities, capabilities and individual capacities to effectively carry out such work and the degree and extent of intra- and inter-agency communication and coordination.

Work to be Done

Review and evaluate each major state agency (excluding those agencies whose functions involve licensing and quasi-judicial activities) to determine:

- Internal planning and programming capabilities, current approach, organizational requirements, and other factors.
- Communication and coordinative relationships between divisional planning and programming units (e.g., Highway Commission, Board of Control) and between inter-departmental planning units.
- The relationship between agencies and the statewide comprehensive planning program as undertaken by the Office of Planning and Programming.

Develop and recommend appropriate organizational and operating procedures to alleviate deficiencies in:

- Staff capabilities to undertake planning and programming activities .
- The approach and general direction of programming within individual state agencies.
- The integration of the budgeting process into the planning and programming functions of individual state agencies.
- Communication and coordination within agencies, between various agencies and between these agencies and the activities of the Office of Planning and Programming.

Product of the Work Item

The result of this work will be a report reviewing the structure, approach and capabilities of all appropriate state agencies to effectively carry out planning and programming activities. Recommendations will be made with regard to the structure, organization, operating procedures, communication and inter-agency coordination.

Relationship to Other Work Items

The work of this study will be directly related to several work items, including the following work items:

Phase I

- Identification of State Goals, Objectives, Problems and Opportunities (Work Item

I.A.1).

- Information and Coordination of Federal, State, Regional and Local Programs (Work Item I.A.3).
- Statewide Information Collection, Storage and Retrieval System (Work Item I.A.4).

This work item will be closely coordinated with work underway and with work accomplished in the following work items.

Phase II

- Preparation of a Manual for Comprehensive Planning and Programming (Work Item II.C.2).
- Establishment of Training Programs for Planning and Programming (Work Item II.C.4).
- Review and Evaluation of Functional Development Plans (Work Item II.D.1).
- Preparation of a Prototype Biennial Development Program (Work Item II.D.2).

Resources Required

A special consultant, experienced in planning, programming and other related areas, will be retained to work with the Director and the staff of the Office of Planning and Programming in undertaking this study. The special consultant will work with the staff in identifying structural, operational and coordinative gaps in

agency programming activities and in recommending appropriate methods and procedures to eliminate these gaps.

Estimated Time and Costs

The function of the work plan is to prepare a manual for 32,000.00 work, program administration, policy and procedure, to guide the state planning and programming activities which is long-term and day-to-day work.

The manual will serve as both an educational tool and a handbook to state agencies.

- Organization of the state planning system
- Operation of planning and programming within the state government.
- Administrative methods and procedures for carrying out planning and programming at the state level.

Although the greatest emphasis will be placed on planning and programming as it relates to comprehensive state development program, the basic concepts of planning-programming-budgeting system and policy and administrative procedures will also be covered.

Work to be Done

The work to be accomplished in the preparation of a manual for comprehensive planning and programming will include:

Work Item II. C. 2

Preparation of a Manual for Comprehensive Planning and Programming.

Objective of the Work Item

The function of this work item is to prepare a manual for use by department heads, program administrators, policy makers, and others, to guide them in their planning and programming activities on both a long-term and day-to-day basis.

The manual will serve as both an educational tool and a handbook in such areas as:

- Organization of the state planning process .
- Operation for planning and programming within the state government.
- Administrative methods and procedures for carrying out planning and programming at the state level.

Although the greatest emphasis will be placed on planning and programming as it relates to comprehensive state development program, the basic concepts of planning-programming-budgeting systems and policy and communications instruments will also be stressed.

Work to be Done

The work to be accomplished in the preparation of a manual for comprehensive planning and programming will include:

- An analysis and review of the legal basis, organization and specific functions of the Office of Planning and Programming including the formulation of new legislative and other appropriate tools, if deemed necessary.
- A review of the overall objective of the comprehensive state planning program, the various instruments of policy and communication and their utility within the program and how these instruments are used in effectuating overall program objectives.
- A review of the various levels of planning and programming within the state government and how they relate to the comprehensive planning program.
- The design of specific procedures for incorporating agency planning activities into program plans, functional development plans and the biennial development program.
- A description of procedures for reviewing and measuring the effectiveness of planning programs and activities in light of anticipated accomplishments, established schedules, targets, and others.
- The formulation of procedures for coordinating the planning and programming process with the state budgetary process, including the development of methods for the integration, phasing and evaluation of budgetary proposals and planning proposals.

Product of the Work

The product of this work will be a manual for use by department heads, program administrators, and others, which will delineate detailed activities to be undertaken and procedures to be followed in the conduct of comprehensive planning and programming on a continuing basis for the State of Iowa.

Relationship to Other Work

This work will be closely coordinated with work undertaken in several elements of the Phase II planning program. They include:

- Organization for Program Planning (Work Item II.C.1).
- Departmental Training for Planning and Programming (Work Item II.C.4).
- Review and Evaluation of Functional Development Plans (Work Item II.D.1).
- Preparation of a Prototype Biennial Development Program (Work Item II.D.2).

Resources Required

The preparation of the manual for Comprehensive Planning and Programming will be undertaken by the Office of Planning and Programming. The State Comptroller will provide staff to assist in determining the relationship between planning, programming and budgeting and in the preparation of sections of the manual involving the effective utilization of this relationship.

Estimated Time and Costs

\$ 25,000.00

Work Item II. C. 3

Communication and Public Information Design

Objective of the Work Item

It is the objective of this work item to design the format, scope and general content of a bi-monthly newsletter and special information reports focusing on the planning, programming and development process within the State of Iowa. The newsletter will serve as a vehicle to inform governmental units, private organizations and interested groups on activities carried out by the Office of Planning and Programming and all appropriate agencies involved in planning and programming on state, federal and local levels. Special reports which will be published periodically will consist of materials of a technical or informational nature. They will deal with a variety of subjects critical to planning throughout the state.

Specifically, the newsletter will:

- Report on planning and informational activities.
- Review and evaluate research projects being carried out by state and state related agencies and by private enterprise.
- Analyze and interpret pertinent federal and state legislation.
- Review and define appropriate executive and administrative directives.

The special information reports will:

- Report on specialized planning and programming activities.

- Review and analyze innovative techniques employed in planning and programming.
- Review technical studies carried out by federal and state governmental units.
- Provide bibliographical supplements on various planning activities.
- Include other functions as appropriate.

Work to be Done

The work to be accomplished in this work item includes design of the format and general content of a bi-monthly newsletter and supplementary special reports.

Specifically:

- Appropriate subject matter will be reviewed to develop materials with the greatest overall impact and utility.
- Staff requirements for securing and editing material will be determined.
- Manpower and fiscal requirements for publication and distribution will be established.
- All matters incident to producing and circulating the newsletter and technical reports on a continuing basis will be articulated.
- A series of pilot newsletters and a prototype special information report will be produced.

Product of the Work

The results of this work will include:

- A report outlining the general format, content and procedures incidental to the preparation and distribution of a newsletter and supplementary special reports on a continuing basis.
- The preparation and distribution of a series of pilot newsletters to test the overall impact and utility of subject matter and the methods used in presenting information.
- The preparation of a prototype special report to serve as a technical and procedural guide for the preparation of technical reports on a continuing basis.

Relationship to Other Work

The newsletters and special reports will use as source information the work being accomplished in several of the work items in Phase I and Phase II of the Comprehensive State Planning Program.

Conversely, the newsletters and special reports will serve to disseminate program information to appropriate public agencies, private groups and individuals. This will result in increased public awareness, understanding and participation in the state planning program and improve its potential for overall effectuation.

Resources Required

A special consultant experienced in the design and preparation of planning-oriented newsletters and technical reports will be retained to work with and under the direction

of the Director of the Office of Planning and Programming. The special consultant will be responsible for the preparation of a final report delineating the methods and procedures to be used in publishing newsletters and special reports on a continuing basis.

The special consultant will also provide professional advice and assistance to the staff of the Office of Planning and Programming in the preparation of the pilot newsletters and the prototype special report.

Estimated Time and Costs

\$ 20,000.00

Work Item II.C.4

Establishment of Training Programs for Planning and Programming.

Objective of the Work Items

The State of Iowa, by initiating a planning and programming process, has joined a growing number of state governments and federal agencies in providing a comprehensive system for designing and controlling the major programs that affect overall growth and development. The process, which produces significant changes in the way decisions are made and the procedures employed in undertaking development programs, is the result of a growing awareness that properly oriented and effectively run planning and programming mechanisms play a key role in achieving development goals.

Initiating a planning and programming process, however, is not sufficient in itself to effectively maximize the utility of such a system. There is a particular need for an intensive, constantly up-dated educational program to insure that current and future innovations in planning, programming and decision-making are readily comprehended on all appropriate levels of government. Consistent with this need, it is the function of this work item to develop procedures for a continuing educational process to train department heads, program administrators, and other agency personnel in the methods and techniques necessary for effectuating development programming in the State of Iowa.

Work to be Done

The work to be accomplished in this work item will include development of procedural and substantive designs for two types of training programs. The first training program will be designed to serve:

- Members of the Governor's staff.
- Staff members of the Office of Planning and Programming.
- State Department, Board and Commission heads.
- Others directly involved in broad, functional area policy formulation and guidance.

The second training program will focus on:

- Program administrators.
- Upper level staff personnel.
- Others involved in the design, coordination or effectuation of specific programs or policies.

The curricula, schedules and necessary personnel for both training programs will be determined and the first round participants will be selected. Procedures for up-dating curricula, techniques and methods, to keep pace with progress in planning and programming will be articulated. Methods for including additional or modified subject matter within each training program will be delineated.

The training programs as delineated in this work item will be tested on a pilot basis for subsequent review and modification.

Product of the Work

The product of this work item will be a report delineating the necessary methods and procedures for a continuing training program in the planning and programming process. The report will include a training manual which will describe program formats, course outlines and timing, personnel requirements, and other factors. First round schedules for executive and administrative level programs will be articulated and procedures for modifying the scope and content of each program will be presented.

First round training programs on both levels will be undertaken as pilot studies to test the substantive and procedural components on the programs.

Relationship to Other Work Items

This work item will use as a direct input much of the work accomplished or anticipated in Phase I and II of the planning program. Of particular substantive importance will be the following work items.

Phase I

- State Goals, Problems and Opportunities (Work Item I.A.1).
- Analysis of Existing State Programs (Work Item I.A.2).
- Information Coordination of State, Federal, Regional and Local Programs (Work Item I.A.3).
- Information Storage, Retrieval and Display System Design (Work Item I.A.4).

Phase II

- Refinement and Extension of Statewide Information System (Work Item II.B.3).
- Organization for Program Planning (Work Item II.C.1).
- Preparation of a Manual for Comprehensive Planning and Programming (Work Item II.C.2).
- Review and Evaluate Functional Comprehensive Plans (Work Item II.D.1).
- Preparation of a Prototype Biennial Development Program (II.0.2).

Resources Required

A special consultant will be retained to work with the Director of the Office of Planning and Programming in designing the executive and administrative training programs. The special consultant will also advise and assist the Director in undertaking the first round training programs.

Federal and state officials and university personnel experienced in the planning and programming process will participate in carrying out the training programs.

Estimated Time and Costs

\$ 25,000.00

Work Item II.D.0

Review and Evaluation of Functional Development Plans

Objective of the Work Item

In carrying out comprehensive state planning and programming, agencies

or groups of agencies should participate in the preparation of master plans for

the state. **II.D.0: THE STATE DEVELOPMENT PLANNING PROCESS**

The resulting functional plans would provide each participating agency with precise

knowledge. **II.D.1: Review and Evaluation of Functional Development Plans**

Plans should be consistent with the functional agencies and with the overall policies for the

for the development. **II.D.2: Preparation of a Prototype Biennial Development Program**

Formulation and publication of the Biennial Development Program.

II.D.3: Program Evaluation and Review

Functional Development Plans would of intermediate-range development

projections. **II.D.4: Program Coordination and Policy Guidance**

to be followed and the activities to be carried out in a particular functional or

sub-functional area (e.g., human resource development, education, health or

mental health, etc.). Specifically, Functional Development Plans are intended

to:

Provide a statement of needs, quantified wherever possible

Establish general priorities for accomplishment among competing

objectives.

Work Item II.D.1

Review and Evaluation of Functional Development Plans

Objective of the Work Item

In carrying out comprehensive state planning and programming, agencies, or groups of agencies should participate in the preparation of detailed plans for the execution of functions in which they are directly and commonly involved. The resulting functional plans would provide each participating agency with precise knowledge of its individual direction and whether or not its course of action is consistent with like functioned agencies and with the overall policies set forth for the development of the State. Such plans would also serve as inputs in the formulation and modification of the Biennial Development Program.

Functional Development Plans consist of intermediate range development projections on a five to fifteen year time scale. Such plans identify the policies to be followed and the activities to be carried out in a particular functional or sub-functional area (e.g., human resource development; education, health or mental health, etc.). Specifically, Functional Development Plans are intended to:

- Provide statements of needs, quantified wherever possible
- Establish general priorities for accomplishment among competing objectives

- Identify primary and ancillary relationships and impacts among programs
- Establish guidelines for the allocation of resources and the assignment of responsibility

It is the purpose of this work item to review and evaluate functional and/or sub-functional plans that have been prepared by state agencies. Included in this work will be an analysis of the activities, methods and procedures used in the preparation of plans on both departmental and interdepartmental bases. The analysis will also focus on the development of working relationships between program planning, functional planning and the preparation of the Biennial Development Program.

A second objective of this work will involve review of existing plans and plans that are being prepared to both improve the quality of individual plans and the procedural consistency among all program and functional development plans.

Work to be Done

The work to be accomplished in this work item involves a detailed review and analysis of functional and/or sub-functional development plans recently completed or currently being prepared by state agencies.

An analysis will be made of the methods and procedures used in the preparation of functionally related program plans to improve:

- Compatibility of assumptions
- Compatibility of approach, direction and intermediate range objectives
- The effective incorporation of program plan activities into functional plan preparation.

Functional Development Plans will also be reviewed to assure:

- Consistency of functional plan objectives with overall state policies and goals
- Proper design and phasing of functional plan activities to facilitate effective and efficient integration into the Biennial Development Program

Product of the Work

The product of this work will be a report delineating the findings of the functional plan analyses, making procedural recommendations to improve the consistency and the compatibility among functional plan components; and providing methods for integrating functional plan activities with the biennial development programming process.

Relationship to Other Work Items

This work item will require close coordination with several elements in Phase I planning activities:

- State Goals, Problems and Opportunities (Work Item I.A.1)
- Analysis of Existing State Program (Work Item I.A.2)
- Federal, State, Regional and Local Program Coordination (Work Item I.A.3)

This work item will also require a close relationship with the following Phase II elements:

- Organization for Planning and Programming (Work Item II.C.1)
- Preparation of a Manual for Comprehensive Planning and Programming (Work Item II.C.2)
- Departmental Training for Planning and Programming (Work Item II.C.4)
- Preparation of a Prototype Biennial Development Program (Work Item II.D.2)

Resources Required

Under the direction of the Director of Planning and Programming, a Special Consultant will be retained to review and evaluate existing functional plans and planning activities. The Special Consultant will work with the staff of the Office of Planning and Programming and with appropriate department, board and commission heads and staff members in undertaking this task.

Estimated Time and Costs

Preparation of a Prototype Strategic Development Program \$ 30,000.00

Objectives of the Work Item

It is the function of the work item to develop policy and guidelines for the development of a strategic development program that will effectively link long-term policies and goals with short-term programming decisions and the state's budgetary process. This function of the Strategic Development Program will be fulfilled in a five-year forward look, prepared and revised annually. Emphasis in program revision will be placed on the degree to which development objectives are being achieved, the changing availability of resources, and modification in established development priorities.

Specifically, the Strategic Development Program will serve to:

- Clarify of all internal activities with established policies and objectives of the State
- Develop programs and activities in light of selected goals, established priorities, demands and overall impact
- Set forth policies and objectives and allocate the necessary resources to the various agencies and determine their departmental responsibilities for carrying them out
- Establish means by which performance toward the achievement of goals can be measured, priorities reevaluated and objectives adjusted

Work Item II.D.2

Preparation of a Prototype Biennial Development Program

Objective of the Work Item

It is the function of the work item to design a policy and decision-making instrument that will effectively link long-term policies and goals with short-term programming decisions and the biennial budgetary process. This instrument, the Biennial Development Program, will be established on a six-year forward basis, prepared and revised biennially. Emphasis in program revision will be placed on the degree to which development objectives are being achieved, the changing availability of resources, and modification in established development priorities.

Specifically, the Biennial Development Program will serve to:

- Clearly align all intended activities with established policies and objectives of the State
- Describe programs and activities in light of estimated costs, anticipated accomplishments and overall impact
- Set forth policies and priorities and allocate the necessary resources to the various agencies and operating line departments responsible for carrying them out
- Establish means by which performance toward the achievement of goals can be measured, priorities reassigned and objectives adjusted

- Assign responsibility to individuals or agencies for implementing policy decisions

Work to be Done

The work to be accomplished in this work item will be the preparation of a two and six year prototype Biennial Development Program for one or more major functional or sub-functional areas. As the program is to serve as a basis for the allocation of federal and state funds in support of specific activities for the attainment of defined objectives, this work will involve:

- A greater detailing of state development objectives, stated in program terms
- The determination of appropriate program mixes designed to accomplish state objectives in the most efficient and effective manner

Once the initial design is complete and major developmental components of the program have been delineated, the following activities will be undertaken.

- Responsibility for carrying out each activity will be assigned and the necessary resources will be identified and allocated
- Priorities will be established relative to need and resources
- Individual program targets will be established along with procedures for measuring program accomplishments and modifying program schedules, priorities and objectives

After completing a Biennial Development Program for a selected functional area, tests will be performed to identify and correct any weaknesses in the system. A network diagram will also be developed describing the flow of information and procedures in the preparation of the program.

Product of the Work

The product of this work item will be a report describing in detail the critical elements and procedures necessary for the development of a Biennial Development Program. The relationship of the Biennial Development Program to program plans, functional development plans and to overall state policies and goals will be delineated.

A prototype Biennial Development Program, focusing on one functional or sub-functional area will be prepared to both illustrate and test stated procedures and to define in detail the steps required to implement such a program. A network diagram describing the flow of information and the procedures to be followed in preparing the Biennial Development Program will also be included.

Relationship to Other Work Items

This study will be served directly by the work accomplished in the following Phase I work items:

- Inventory of State Goals, Problems and Opportunities (Work Item I.A.1)

- Analysis of Existing State Programs (Work Item I.A.2)

- Information and Coordination of State, Federal, Regional and Local Programs (Work Item I.A.3)

- Statewide Information Collection, Storage and Retrieval System (Work Item I.A.4)

Work Items in the Phase II program that will relate directly to this element include:

- Organization for Program Planning (Work Item II.C.1)
- Review and Evaluation of Functional Comprehensive Plans (Work Item II.D.1)

Resources Required

A Special Consultant will be retained to review, evaluate and prepare organizational, structural and operating procedures necessary for the design and implementation of a prototype Biennial Development Plan. The Special Consultant will work with and under the direction of the Director of Planning and Programming and with appropriate department, board and commission heads in the preparation of the prototype program.

Estimated Time and Costs

\$25,000.00

Work Item II.D.3

Program Evaluation and Review

Objective of the Work Item

It is the purpose of this work item to review and evaluate the work accomplished in Phase II of the Comprehensive State Planning Program. The work will be reviewed in terms of end-product utility, compatibility to approach between the various elements of the program, and consistency of element objectives with the overall development policies of the State of Iowa.

A second objective of this work is to determine the need and the character of additional substantive and procedural requirements to assure the sequencing of activities to be carried out in Phase III of the Comprehensive State Planning Program.

Work to be Done

The work to be performed in this work item includes:

- A critical evaluation of work performed during Phase II planning and programming operations paying particular attention to the maintenance of consistent overall approach and the relationship between short-term decisions for specific projects, intermediate development program design and long-term planning responsibilities and goals.

- An evaluation of the utility of work accomplished and a review of program accomplishments as related to program schedules, anticipated targets and overall program objectives.
- An examination and identification of existing program gaps and of additional substantive and procedural requirements necessary for a smooth and effective transition into Phase III programming activities.

To undertake this work several leading experts in the particular areas included in Phase II programs will be solicited to participate in a series of round-robin seminar discussions. Participants in these sessions will review work items pertinent to their respective specialities in light of approach, structure and achievements, and will evaluate each work item with respect to the goals and objectives of the overall program.

Product of the Work

The product of this work will be individual critiques prepared by experts in each area of study undertaken. Each paper will review work accomplished with respect to the substantive and procedural content of the work item, program accomplishments as opposed to anticipated targets and schedules, the relationship between the work item and the overall Phase II program and will recommend requirements and procedures necessary to effectuate the transition of the work to Phase III activities.

An overall critique, prepared by the Principal Project Consultant, or other consultants selected by the Director, will tie together the individual papers with respect to Phase II continuity, accomplishments and interrelationships. The critique will also summarize the substantive and procedural recommendations to assure a smooth and effective transition into the following year's operations.

Relationship to Other Work Items

This work item will relate directly to all work accomplished in Phase II programming. Its evaluatory function will focus on all pertinent elements of the program and will serve as a transitional mechanism in designing the scope and content of Phase III programs.

Resources Required

Experts in appropriate substantive program areas will be solicited and retained to participate in a seminar-type discussion of Phase II programming. The areas of expertise will include public administration, transportation planning, educational policy and facilities planning, practitioners in comprehensive planning and programming, planning-programming-budgeting-system design and operation, policy formulation and execution (e.g. officials from the Bureau of the Budget, officials from selected federal agencies).

The experts will serve as special consultants, working with and for the Director of the Office of Planning and Programming.

The Principal Project consultant will participate in the seminar by providing guidance, advice and information to the participants with respect to Phase II operations.

Estimated Time and Cost

The work item is twofold. (1) to provide expert professional guidance to the staff of the Office of Planning and Programming in the conduct of the overall work program, and (2) to provide for overall management and coordination of the program.

Work to be Done

Work to be undertaken by the Principal Project Consultant will include the following:

- Act as a policy consultant to the staff with respect to all aspects of the State Development Plan as they relate to:
 - (a) Methodology and content
 - (b) State and federal government structure, organization and policies
 - (c) Research and data collection
- Meet with the staff and other consultants to discuss the above matters
- Review work as it progresses and advise the Director of Planning and Programming with respect to work done by staff and consultants.

Work Item II.D.4

Program Coordination and Policy Guidance

Objective of the Work Item

The function of this Work Item is twofold: (1) to provide expert professional guidance to the staff of the Office of Planning and Programming in the conduct of the overall work program, and (2) to provide for overall management and administration of the program.

Work to be Done

Work to be undertaken by the Principal Project Consultant will include the following:

- Act as a policy consultant to the staff with respect to all aspects of the State Development Plan as they relate to:
 - (a) Methodology and content
 - (b) State and federal government structure, organization and practice
 - (c) Research and plan implementation
- Meet with the staff and other consultants to discuss the above matters
- Review work as it progresses and advise the Director of Planning and Programming with respect to work done by staff and consultants

and on modification of work content, scheduling, and related projects.

- Provide advice and assistance to the Director of Planning and Programming in the following areas:
 - In programming the work -- distinguishing between those elements to be undertaken by the staff, those to be undertaken by staff of other public agencies; and those to be undertaken by consultants.
 - In the design and execution of specific portions of the work program, including selection of appropriate data, contract negotiation and administration.
 - In coordinating work performed under contract by participating contractors, either public agency personnel or consultants.
 - In preparing appropriate status reports on the progress of the Comprehensive State Planning Program.
 - In deliberating major policy questions effecting future planning efforts, working with all appropriate private and public interests.

- In developing plan implementation measures and future program recommendations.
- In providing professional advice and assistance in the overall administration of the planning and programming process.

Product of the Work

The reports and products accomplished in the several work items in Phase II of the State Planning and Programming Process will be subject to in-progress supervision, review and evaluation by the Principal Project Consultant. In addition, advice, guidance and assistance will be provided to the Director of the Office of Planning and Programming, and all other appropriate personnel in the Governor's Office. Status reports, as appropriate, will also be prepared by the Principal Project Consultant, describing progress of the overall development program.

The Principal Project Consultant will also provide professional advice and assistance in the overall administration and coordination of the planning and programming process.

Relationship to Other Work Items

The Principal Project Consultant provided for herein will necessarily be a direct participant in all program work items in order to provide the guidance and effect the coordination required.

Resources Required

A Principal Project Planning Consultant will be retained to work with the Director of the Office of Planning and Programming in the performance of this work to assure continuous program coordination and to provide professional advice, guidance and assistance to appropriate staff members and participating special consultants.

Estimated Time and Costs

IIA1	\$ 10,000
IIA2	15,000
IIA3	26,000
IIB1	28,000
IIB2	25,000
IIB3	25,000
IIB4	40,000
⁷ IIC1	32,000
IIC2	25,000
IIC3	20,000
IIC4	25,000
IID1	30,000
IID2	25,000
IID3	5,000
IID4	<u>18,000</u>

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