



**Report to Partnership for Healthy Delaware County:
2007 Forces of Change Assessment**

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64 Overbrook Drive
Columbus, Ohio 43214-3119
(614) 447-8844
Fax: (614) 267-2220
E-mail: orie@strategyteam.com

Orie V. Kristel, Ph.D.
Karen C. Snyder, Ph.D., Principal
Amanda L. Scott, Ph.D.

Overview and Method

The Partnership for a Healthy Delaware County (PHDC) is working to bring its vision of Delaware County – “A welcoming environment where all can thrive and enjoy emotional and physical wellbeing” – to life. To help make this happen, PHDC is currently engaged in a Mobilizing for Action through Planning and Partnership (MAPP) process. One of the primary components of the MAPP process is the Forces of Change Assessment (FOC), which identifies legislative, technological, and other impending changes affecting the community in which the public health system operates. This assessment answers the questions:

- “What is occurring or might occur that affects the health of our community or the local public health system?” and
- “What specific threats or opportunities are generated by these occurrences?”

Properly executed, the Forces of Change Assessment yields a comprehensive yet focused list of the key forces facing the community and a description of their impacts. The following method was used to implement the Forces of Change Assessment for Delaware County:

- 1) Partners at the Delaware General Health District arranged a three hour working meeting attended by PHDC members on July 16, 2007.
- 2) PHDC members were provided with a pre-meeting worksheet designed to help them identify forces of change. This brainstorming worksheet was completed and submitted to The Strategy Team, Ltd. (TST), the meeting facilitator, in advance of the meeting. A copy of the pre-meeting worksheet is included as Appendix A.
- 3) TST condensed and categorized the forces into the list shown in the section of this report titled “**Forces of Change (Condensed).**”
- 4) To start the session, the PHDC reviewed the condensed list of forces (nearly 60 in all). Members identified one additional forces to add to this list.
- 5) Using a dot-voting technique, each participant marked the six forces he/she believed to be the most important facing Delaware County. Eleven forces were identified as priorities for group discussion after this procedure.
- 6) The large group then split into two smaller ones, with each one focusing on half of the identified forces. PHDC members joined whichever group they felt aligned better with their interests or expertise. Led by TST facilitators, the groups identified the threats and opportunities related to each force of change via a written exercise. These threats and opportunities were then recorded on a post-it pad. After the session, the facilitators reviewed the written exercises to ensure all threats and opportunities were reflected. Results from this exercise are shown in the section of this report titled “**Threats and Opportunities Related to Key Issues.**”
- 7) PHDC members then identified the three most important threats and opportunities among all those discussed. Results from this exercise are included as Appendix B.
- 8) At the end of the meeting, the groups presented the results from their break-out session to one another. After each presentation, all participants were asked to identify any missing threats or opportunities.

This descriptive report now presents the results from the Forces of Change Assessment. These results will be analyzed later in the MAPP process, along with the results from other assessments.

Forces of Change (Condensed)

This section of the report presents a condensed list of the Forces of Change submitted by PHDC members prior to and during the facilitated session. Only unique forces are shown (i.e., those forces receiving multiple mentions are not featured), along with the categories into which TST grouped them.

After a brief review of these forces during the facilitated session, participants indicated which forces they perceived to be most important via the use of a dot-voting technique. The results of this exercise are also shown below, with the numbers in parentheses indicating how many dots each force received. Note: If a force does not have a number next to it, it received no dots during this exercise.

Population forces

- Continuing population growth (3)
- Increasing population diversity (7)
- Geographic differences in population (2)
- Increases in young families, small children in south / east (3)
- Aging and life span increases of population (7)
- Many job transfers in and out

Communication forces

- Role of Internet and new technologies in communication, especially among younger residents (2)
- No centralized traditional media (2)
- Traditional media misses younger residents (1)
- Inter-agency communications

Economic forces

- Decreasing state and federal funding (5)
- Increasing state and federal regulations (2)
- Lack of large industries – bedroom communities (1)
- Difficulty passing county levies
- Disparities among school districts (4)
- Economy affects the poor disproportionately (10)
- Unstable economic indicators – foreclosures, bankruptcies, high taxes, high gas prices & interest rates, lower CD rates, etc.

Youth issues

- Increasing concerns re: substance abuse, violence & gangs among youth (5)
- Lack of healthy, positive activities/outlets for youth (7)
- Lack of parental supervision & responsibility for their children (1)

Social service issues

- High cost of living leaves many in need of more health care and social services from agencies (11)
- Lower allocations to social service agencies

- Lack of social services & facilities for those with disabilities, the homeless, those needing residential treatment & behavioral health care (1)

Development forces: Environmental issues

- Air/water pollution (1)
- Global warming
- Possible toxic spills on I-71

Development forces: Transportation issues

- Lack of public transportation (8)
- Roads
- Increasing traffic congestion (4)
- Aging population will need public transportation (1)

Development forces: Land use issues

- Problems re: transition from rural to developed: loss of farmland, trees, animal habitat (7)
- “Build out” along Route 23 (2)

Development forces: Recreational issues

- Poor planning decisions affect health, well being (7)
- Increased desire and expectations for public recreation and athletic facilities (2)
- Need for music and art (1)
- Major recreational opportunities exist now (parks, trails)

Political forces: Leadership issues

- Change in governor and state department heads (1)
- One-party rule – 80% Republican
- Potential for better cooperation (City, county) (1)

Political forces: Jurisdictional issues

- Many townships, school districts, annexation possibilities (1)

Political forces: Citizen attitudes

- Lack of trust in government (1)
- Lack of respect for law & enforcement
- Lack of a county identity, esp. among newer residents (1)

Health forces: Dietary issues

- Need healthier food & snacks in schools (3)
- Need healthier menus at local restaurants (1)
- Eating disorders

Health forces: Other health issues

- Increasing disapproval of smoking (ban, Scotts)
- Fewer families w/ health insurance b/c cost (13)
- Lack of private psychiatrists in county (3)

- Lack of interest in good health (1)
- Increasing heart disease & cancer (2)
- Use of “fear factor” re: health issues (Avian flu, TB, tainted foods)

Miscellaneous forces

- More evidence/research-based approaches are available
- University, branch campus (OWU, OSU)
- The war
- Bio-terrorism
- Moving of hospital (1)
- Moving of Council for Older Adults (1)
- Need for continuing education for adults (1)

Those forces receiving the most dots (or, groups of highly related forces) were classified as “Key Forces of Change” and were discussed during the small group sessions. Overall,

FIVE KEY FORCES OF CHANGE were identified during the course of the PHDC’s Forces of Change Assessment.

The next section of the report reviews the threats and opportunities related to these top five Forces of Change in Delaware County.

Threats and Opportunities Related to Key Forces

FORCE 1: Communication Challenges

- *Role of internet / new technologies in communication, esp. for younger residents.*
- *No centralized traditional media source in county.*
- *Traditional media misses younger residents.*
- *Inter-agency communications.*

Overall, group participants focused most on the first threat identified – the lack of a centralized way to communicate to residents and among agencies. They see a need for this kind of core communication tool, as well as to find out what the community's communication needs are in order to better plan for them.

Threats

- No way to communicate effectively to all of Delaware County (no one centralized media source).
- Decreased problem solving ability because of lack of communication.
- [Lack of communication] Decreases services provided (people do not know about them). Affects all issues and service areas.
- Columbus TV and local media do not communicate positive stories in Delaware County (especially about kids and schools).
- No one reads the papers anymore.
- Costs associated with using traditional media are high, as are costs of necessary technological equipment and staff.
- Always chasing technology / catching up – need to think ahead.
- Missing younger audiences because we're not using internet effectively.
- Smaller papers can magnify opinions of one person or a small group – same content gets published in multiple outlets.
- Just as easy to communicate misinformation as it is to communicate accurate information.
- Hard to reach majority, impossible to reach everyone, very bad for communicating during emergencies.
- Misconception that different areas of the county are in better economic health.
- Loss of young families feeling "tied" to county.
- Gazette is no longer a viable entity as most information is national or off wire.
- No major radio station.

Opportunities

- Technology can reduce costs (use of blogs, etc).
- Two cities in the county are already wired. Core of city will be done next year. More coming online all the time.
- Some other cities have created online communities.
- Communication strategy for elected officials is needed. What messages work? How should they be delivered?
- Common message and medium could facilitate inter-agency communication.

- Need for website for resources / referrals in Delaware County – or if one exists, need to publicize it.
- Agencies could take lead in communicating to residents, if they feel the traditional media isn't working. (e.g. Council for Older Adults "Communicator").
- Monthly meeting with (state) representatives already occur – could be used more strategically.
- Using businesses / employers to communicate to employees.
- Create one centralized place for people to seek help (e.g. Wal-Mart facility on 23).
- Create a website or blog so agencies can communicate with one another.
- School as a resource for county communication.
- Delaware Gazette could become the county-wide print and electronic media.

FORCE 2: Youth Issues

- *Increasing concerns re: substance abuse, violence and gangs among youth.*
- *Lack of healthy, positive activities / outlets for youth.*
- *Lack of parental supervision and responsibility for their children.*

Overall, group participants felt the lack of activities, lack of parental involvement; and high expectations of parents were the most important threats. Utilizing the Youth Leadership Program and other volunteer opportunities and also involving youth in generating solutions seem to be good opportunities.

Threats

- Lack of activities in county exacerbates problems.
- Parents must be involved to engage youth.
- Harder for two working parents to be involved, also single parents.
- Parents have high expectations for the school district.
- Petty theft among very young kids may be on the increase.
- Less wealthy kids become disenfranchised because all activities take money and transportation.
- School isn't the only way to engage children.
- Gangs moving in from Franklin County – Bloods / Crips.
- More violent crimes, loitering.
- More graffiti.
- Negative peer influence.
- More teen pregnancy.
- Lower academic achievement.
- What is the difference between perception and reality?
- Lack of recreational options is especially problematic in the north / northeastern parts of the county.

Opportunities

- See need / desire among youth to participate – agencies could tap this.
- Collaborate between agencies to offer youth activities.
- There is community support to address these issues.
- Youth Leadership Program already exists.
- Maintain momentum of OWU reaching out into the community.
- Volunteer opportunities should instill civic pride in Delaware County.
- Child involvement can lead to parental involvement.
- Time activities so students can participate right after school – transportation not necessary.
- Involve youth in generating the solutions.
- Communicate accurate prevalence statistics about drugs / violence.
- Employers offer internships to youth.
- County wide taskforce to create recreation and activity sources.
- Activities that are not associated with schools, also not tied to school funding issues.

FORCE 3: Population Changes

- *Continuing population growth.*
- *Aging and life span increases of population.*
- *Increasing population diversity.*

In this area, group priorities seemed to focus on the issue of uncontrolled growth and its negative impacts along with the need for more accurate data regarding population figures in the county. This includes data from different sources and in between census years. There is also a need to communicate what growing population means – it doesn't necessarily mean a decreased demand for funding and services. In fact, the opposite may be true, as many residents and legislators may only perceive Delaware County as a fast-growing, wealthy community.

Threats

- Growing population = "Nonloyal". Not interested in the community.
- Philanthropy may be decreased because residents don't expect to stay, therefore don't make long-term investments.
- Different priorities in different regions, donate for different causes. Northern = Preserve what's left, Southern = expand, create new things.
- Some residents, especially older adults, can't get specialized medical care within county.
- Suburban development isolates people from perceived "urban" problems – enables them to ignore issues outside of their small enclave.
- Mental health issues for senior citizens, due to isolation.
- Growing population leads to perception that we're wealthy, don't need services / funding.
- Overcrowding of certain areas, using up farmland.
- Diversity will happen slowly. Still very "WASP." Less and less opportunities for lower middle class to live in the county.
- We're maxing out on available resources – reaching an absolute limit.
- Uncontrolled growth.

Opportunities

- More people = more resources.
- Accurate figures regarding ethnic / minority populations are needed. Need to define population better, with updated data in between census years.
- Hospital is trying to bring more specialized services to the county.
- Health care providers are moving into the county because there is a market to serve the aging population.
- Volunteer opportunity: High school students can assist with eliminating senior isolation.
- Senior specialist at the mental health center can do more outreach.
- Salvage what is left and pay attention to the difference between preservation and conservation.
- More venues for multicultural events / education.
- How can aging population contribute to the community, especially as a knowledge source?
- What non-English languages are being spoken here (look at ESL numbers).

FORCE 4: Economic Issues

- *Disproportionate Effect of the Economy on the Poor*
- *High Cost of Living Leaves Many in Need of Social Services*
- *Fewer Families with Health Insurance (due to cost)*

The PHDC identified three related forces that touch on the effects of our changing economy on Delaware County residents. Not only did most participants perceive the poor to be most vulnerable to short-term economic fluctuations, there was also a perception among many that the poor were most unable to change their situation. As a result, they are at greater risk for poor health outcomes.

In addition to the perception that the poor likely have a disproportionately greater need for health care services, economically disadvantaged populations may also be more likely to need other social services, said many participants.

Threats

- Local residents react in a negative manner (ex. it may be harder to pass levies to help the poor).
- Increased crime.
- Increased potential for mental health issues.
- Lack of communication channels to share info.
- Shift in population – poor needing to relocate.
- State funding does not fund affluent areas even when we have pockets of need – generalization.
- Inability to understand available resources.
- Voter apathy.
- Children born into poverty continue the cycle.
- Shorter lifespan.
- Need for routine health care checks.
- Stress on social service agencies.
- Lower potential for school levy passage.
- Transportation costs, especially affect older adults.
- Accountability of doctors.
- Higher potential for tax rollbacks.
- Higher demand for services leads [to greater stress on available supply], which may not be available.

Opportunities

- Locate services where they are needed.
- Increased education support for the poor.
- Increase job training for the poor.
- Create volunteer opportunities (esp. bilingual).
- Opportunities to identify locations or pockets (e.g. churches).
- Creation of affordable housing.
- Economic development / micro loans.
- Tax incentives / abatements.
- Outreach to connect poor to needed services.
- Education of some availability.
- Create new and/or different services.
- Increases collaborations among agencies.

- More locations and agencies and extended hours for existing services.
- More opportunities for preventative care.

In response to the force of the perceived increase in the incidence of families without health insurance, participants identified many opportunities such as from efforts to educate / promote preventive health care to the consideration of models of health care that are more integrated and expanded in the community.

Threats (regarding perceived health insurance gap)

- Increased years of productive life lost.
- Higher chronic care needs.
- Taxing Medicare system.
- Changing retirement benefits.
- Threat of contagion due to lack of care.
- Children without routine care.
- Threats to employment.
- Misuse of providers.
- More family stress, leading to divorce.
- More reliance on public assistance.
- Chose among basic needs.
- Lower health status of population.
- High cost burden on those with insurance.
- Social services move budget money to cover costs.
- Late stage diagnosis.

Opportunities (regarding perceived health insurance gap)

- More opportunity for outreach / education.
- Teach people how to stay well – health promotion.
- Educating within schools.
- More nutrition education.
- Pressure to change medical care system / health care reform.
- Higher number of portable clinics / medical and dental.
- Potential for statewide action.
- Universal health care.
- Free care for children.

FORCE 5: Planning issues

- *Problems with Transition from Rural to Developed (farmland, trees, habitat)*
- *Poor Planning Decisions Affect Health / Well-being*
- *Transportation Issues (i.e., “Lack of public transportation,” “More traffic congestion”)*

The PHDC also identified three related forces touching on the effects of Delaware County’s high rate of growth and how this growth could have been planned or managed better to ensure the health of county residents.

A perceived failure to grow smartly is perceived to be at the root of many problems / issues facing Delaware County, including increases in traffic, pollution, accidents and decreases in green space and community participation. Some feel the county’s infrastructure – including both physical and social resources available to residents – is struggling to keep up with continued growth.

Additionally, a number of planning decisions within the county are perceived to have negatively affected or have the potential to negatively affect residents’ health and well-being. These include increased traffic, isolated subdivisions, and fewer recreation opportunities, especially walking / biking.

Threats

- Decreasing green space means less farmland, less fresh fruits and vegetables.
- Transportation / road issues, greater burden on existing infrastructure, threat to roads and bridges.
- Stress on sewage and water service.
- Lower quality of life.
- More traffic congestion.
- Shift in community values / clash.
- Lack of community sense.
- More people to serve, including schools.
- Lack of affordable housing.
- Threatened wildlife.
- Moving from conservation society to a throw-away society.
- Economic loss / more dependent society.
- Lack of access to subdivisions in emergency situations.
- House numbering problems.
- Less greenspace, recreational opportunities, walking and biking.
- More stress and more traffic.
- Increased need for health services due to environmental stress.
- Grady Hospital moving south may increase or decrease access.
- Sense of community is lacking (no whole view).
- More resources used to fix problems created by poor growth (budget, impact).
- Exacerbate existing problems.
- Erosion.

Opportunities

- Develop parks in neighborhoods, increase green space.
- More diversity within communities.
- Recycling opportunities.

- More taxes generated.
- Increases employee base.
- More opportunity for smart growth and land use planning.
- Identification of critical resources prior to development (water conservation).
- Education of zoning officials re: farm land use, mixed use development.
- Opportunity for community consensus prior to development.
- Develop housing to include neighborhoods.
- More mixed use development.
- More roundabouts.
- Public participation in community planning.
- Opportunities for federal funding.
- Public transportation.
- Increased opportunities for mixed use development.
- Collaborations involving developers.
- More control of community.

Overall, participants saw the lack of a good public transportation system as a factor contributing to many other problems / issues facing the county, from pollution to traffic and a continued dependency on the automobile.

Threats (regarding public transportation system gap)

- More carbon dioxide / global warming.
- Higher cost.
- Longer commute.
- Isolated communities.
- Higher accident rate / risk taking.
- Mental health and depression – stress.
- Less community participation due to lack of access.
- Greater floods, pollution.
- Manufacturing – getting people to work, getting products out.
- Less federal funding.
- Higher gas prices.
- Delaware county transportation is completely dominated by personal automobiles.
- Longer drive time = less family time.
- Isolated populations (poor, older).

Opportunities (regarding public transportation system gap)

- Increasing routes, give it time to develop.
- Partnering with neighboring municipalities.
- More marketing of existing transportation system.
- Ride share system / Incentives for companies to develop ride share programs.
- More opportunities for funding.
- Higher gas prices.
- Develop a long term plan.

Other Forces

(Note: Because of time constraints, only a few minutes were spent discussing the forces shown on this page. The list of threats and opportunities related to these forces should not be considered comprehensive.)

Disparities among School Districts

Threats

- School districts seen as rivals. Students don't associate across school district lines.
- Competition between schools becomes competition between communities.
- Older population in the northern half may not want / be able to support taxes.
- Technological disparities lead to educational deficits.

Opportunities

- Buckeye Valley may be interested in (helping).
- Churches, non-profits, faith-based organizations may be able to help correct some inequalities.
- Need more county-wide opportunities to bring kids together. "We are Delaware County."

Decreased State / Federal Funding

Threats

- Many services are no longer available.
- Funding going down as Federal mandates for health and human services are going up.
- Local health departments lost a lot in the last state budget.

Opportunities

- Agencies, organizations should take back the role of helping poor, oppressed (has been usurped by the government).

Appendix A: Forces of Change Assessment Pre-Meeting Worksheet

The Forces of Change Assessment is designed to help the Partnership for Health Delaware (PHD) answer the following questions: “*What is occurring or might occur that affects the health of our community or the local public health system?*” and “*What specific threats or opportunities are generated by these occurrences?*” During this phase, participants will engage in a brainstorming session that will identify and prioritize the forces that are or will be influencing the health and quality of life of the community and the local public health system. The results from this process will supplement the results from the other three MAPP Assessments and guide the PHD as it works toward a healthier Delaware County.

This worksheet is designed for PHD members to use in preparation for the Forces of Change brainstorming session. So we can make the best use of your time, **we need you to complete this worksheet at least four days before the session. When complete, please fax it to Dr. Ori Kristel (who will lead the brainstorming session) at 614-267-2220.**

What are Forces of Change?

Forces are a broad all-encompassing category that includes trends, events, and factors.

- **Trends are patterns over time**, such as migration in and out of a community or a growing disillusionment with government.
- **Factors are discrete elements**, such as a community’s large ethnic population, an urban setting, or a jurisdiction’s proximity to a major waterway.
- **Events are one-time occurrences**, such as a hospital closure, a natural disaster, or the passage of new legislation.

What Kind of Areas or Categories Are Included?

Be sure to consider any and all types of forces, including:

- | | | |
|-------------|-----------------|-----------|
| • social | • technological | • legal |
| • economic | • environmental | • ethical |
| • political | • scientific | |

How To Identify Forces of Change

Think about forces of change that affect the local public health system or community and are outside of your control. For example:

1. What has occurred recently that may affect our local public health system or community?
2. What may occur in the future?
3. Are there any trends occurring that will have an impact? Describe the trends.
4. What forces are occurring locally? Regionally? Nationally? Globally?
5. What characteristics of our jurisdiction or state may pose an opportunity or threat?
6. What may occur or has occurred that may pose a barrier to achieving the shared vision?
7. Was the MAPP process spurred by a specific event such as changes in funding or new trends in public health service delivery?
8. Did discussions during the Local Public Health System Assessment reveal changes in organizational activities that were the result of external trends?
9. Did brainstorming discussions during the Visioning or Community Themes and Strengths phases touch upon changes and trends occurring in the community?

Using the information from the previous page, list all forces that come to mind for you, including **factors**, **events**, and **trends**. Continue onto another page if needed.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____

Please complete this worksheet at least four days before the session. When complete, please fax it to Dr. Orié Kristel at 614-267-2220.

Appendix B: Most Important Threats and Opportunities

After each small group identified the threats and opportunities for each major force, the participants then identified the three most important threats and opportunities among all those discussed in their small group. Results from this exercise are included below.

GROUP 1

Need to do more to help vulnerable populations (e.g., poor, aged)

Priority	Reason
Poor are affected disproportionately, leading to higher crime, poor health, lack of education, etc = turning into a vicious cycle	Poverty affects entire population. Most vulnerable; least to correct their situation.
Lack of insurance & effects of the economy on the poor	Shortens life, increases pain & apathy
Locate services where they're needed to help the poor more effectively.	-
Identify the most disadvantaged & educate them where it makes sense & is effective	-
Increase # of portable clinics	Inability of population to travel due to no car, no gas, no money, lack of motivation
Impact on poor	Most vulnerable – least able to change situation
Increased years of productive life lost	Caring community; All getting older; Many have much more to offer.
Poor and lower middle class cannot afford healthcare.	-
Expanding services to economically disadvantaged	Lower cost (?)

Need for smarter growth

Priority	Reason
Lack of infrastructure (both physical & services)	Needs of growth can't be met
Smarter growth – traffic congestion = accidents, stress, pollution, reduced community participation, etc, all coming from poor planning	Quality of life is affected
Lack of green space	Decreases farm land, water, and wild life. Discourages conversation.
Affordable housing and decrease in green space due to poor planning	Security in housing affects health and well-being of society
Opportunity for smart growth and better land use planning & prevention.	Mixed use / affordable housing etc will decrease dependency on cars & has potential to create better social network.
Decreasing green space, farmland, trees, etc.	Stress related issues. Areas w/o recreation.
Smart growth / planning	When creating (a) community, build in recreation, housing, schools

Need for expanded public transportation

Priority	Reason
Increased routes & funding for public transportation	Reduce stress and risk taking
Lack of public transportation – helps community participation and access to services	People isolated. Opportunity to access services, parks, society.
Traffic congestion	Smog, damage to roads & bridges, accidents leads to increase in insurance, crowded hospitals, permanent damage and costs
Lack of public transportation	If corrected, may impact other problems
Public transportation	Reduces costs for people to drive. Reduces carbon dioxide emissions. Reduces traffic, wear and tear on roadways.

Need for increased health education / preventive care

Priority	Reason
Increased years of productive life lost	People need health care to detect / prevent life threatening health problems.
Increase opportunities for preventive care	This will have a greater impact in the long run – decreases health issues, reduces costs for families / individuals with or w/o insurance; reduces number of those in needing services from social service agencies.
Health care services	Health care affects our quality of life and ability to be active members of the community
Increase opportunities for health education including pressure for state wide action	Promotes development of healthier lifestyle, increase knowledge of preventive / diagnostic care services, promotes climate for change

Need for increased collaboration within the county

Priority	Reason
Collaboration – too many people need too few social services (due to lack of health insurance, etc.)	Do we have the services to offer?
Partnership / collaboration / public participation	Opportunity to work together to solve multiple issues
Increased collaboration by agencies	Individually, agencies cannot be all things to all people
Greater collaboration with social service or planning agencies	More efficient. Combining resources.

Other priorities

Priority	Reason
Threat to wildlife	Wildlife is part of our area. Road kill, damage to vehicles, insurance claims, threat to our health, more court cases...
If services are promoted, could lead to an increase in services needed which may not be available	Service need to be available to all – education in schools need too.
Taxing (i.e., stress) our health care system	Feasible
Pressure to change medical care system	Improved health care for all people
Create more opportunities for local employment	Leads to stronger sense of community.

GROUP 2

Communication needs (to stakeholders, to population, between agencies)

Priority	Reason
No way to communicate effectively to entire population of Delaware County	Whole population needs to be aware of key information, factors, services, realities of their local community
County-wide communication	
Communications	Collectively, what are the county needs and how can we communicate them in the voice to focus resources on community needs?
Communication	
Better communication in county	We can't fix things if we don't know each other
Communication with elected officials of true needs	They are out of touch.
Inter-agency communication	We need to work together to help people holistically
Coordinated county-wide communications strategy	Relay important information and create a sense of community

Youth concerns: need for more youth activities in county

Priority	Reason
Youth	Not depending on schools
Youth	We need to create more opportunities for youth recreation which are not sports-related. Include youth in decision-making activities
Identify potential disenfranchisement of youth / families and engage them in healthy productive endeavors	<ul style="list-style-type: none"> - Prevention against crime, anti-social behaviors, poor health - Requires looking at behaviors of most vulnerable pops (ethnic, poor, over privileged youth) – need data sources - More volunteers to assist others - Develop work ethic and skills, sense of community, intergenerational influence - Increase knowledge of needs and sense of community
Opportunities, programs, activities for youth	It's a realistic, attainable goal, with the potential for long-term benefits
Parents investing themselves	Parents divesting of their responsibility
Lack of school activities for youth	
Youth – parents must be engaged	
Give students the opportunity to be part of the solution	

Population growth and its consequences

Define the population: diversity data	Then we can plan for issues (e.g. elderly, needs of specific ethnic populations, youth, etc.)
Unchecked growth	Lose what remains of what makes Delaware County what it was. That's what brought the growth in the first place.
Population forces: Northern vs. Southern Delaware county	
Population growth	

Other priorities

Cuts in funding People's perception	People are losing faith or confidence – we pay for things we don't believe in.
Decreased federal funding	Provide guidance and money to find more grant money
Economics	
Medical care	People need to be able to stay closer to home to receive health care
Need for medical care	
Collaboration	Shared resources
Education / preventative services	Help with healthcare costs, keep community healthy
Integrating all segments of the Delaware County community	
Chasing technology	We aren't reaching our younger population
Suburban isolation	People of means and abilities are disengaging from community, could otherwise be part of the solutions.