

POLICY STATEMENT RE OPERATION OF
PROJECTS AND ACTIVITIES

The CDA staff and citizen advisory boards are planning and coordinating bodies, and as such are expected to have the capacity and responsibility to recommend the assignment of priorities among, and monitor and evaluate the results of, projects and activities. The operation of individual projects and activities by (1) CDA staff; (2) its citizen advisory body; (3) an organization the board of directors of which is composed of one or more members of the citizen advisory body; or (4) an organization in which more than one-third of the members of the board of directors is appointed by the citizen advisory body would, in most cases, be in basic conflict with the fundamental duties of the CDA staff or citizen advisory body, and such operation is not appropriate unless it is demonstrated that the project or activity is minor and temporary in nature or clearly incidental to the duty to plan, coordinate, and allocate resources, or that exceptional circumstances otherwise warrant such operation.

In the Model Cities program, projects and activities should be operated by experienced existing public and private organizations whenever possible. New organizations will be funded as operating agencies only if the city can justify not using existing experienced organizations and demonstrates the advantages to be served thereby. The same justification is required if it is proposed to use an existing organization which lacks operating experience in the field of activity proposed for it.

In this way Model Cities may best achieve two of its prime objectives, appropriate changes in existing institutions and the improvement of the delivery of services. Existing public and private institutions must be strengthened and become more responsible for and more responsive to the needs of the model neighborhood. At the same time, care must be taken to avoid a misinterpretation of this policy to the detriment of effective citizen participation or to condone mere continuation of unresponsive business-as-usual projects and activities by existing organizations. This policy, placing emphasis upon the use of existing organizations, will further Model Cities objectives only if citizen participants, local government, and other existing institutions focus on improving services and making them more acceptable and responsive to neighborhood needs.

All new or existing public and private organizations operating projects and activities must comply with the statutory mandate to provide maximum opportunities for employing residents of the model neighborhood in all phases of the program.