

BASIC PREMIS FOR RE-ORGANIZATION OF MODEL CITIES STAFF

1. The concepts of (a) coordination, (b) program management, (c) planning, (d) monitoring and (e) evaluation are all basic staff functions when viewed separately, as any one of them is applied to an organization chart.
 - A. Because each has as an objective to:
 - (1) Formulate policy for others to adopt
 - (2) Make major decisions
 - (3) Provide staff support to delegate agencies
 - (4) Provide planning support to delegate agencies
 - (5) Management of support activities
 - B. Because neither has direct operation or administrative responsibility within its area.
2. Our total responsibility is to act in a staff role to the decision makers.
 - A. Executive Board
 - B. Mayor and Board of Aldermen
3. The Director is chief staff advisor to the Mayor and Executive Board.
4. All functions of the Model Cities staff, i.e. (a) planning and evaluation, (b) program management, and (c) administration should be considered as staff functions to the Executive Board, the Mayor and the Board of Aldermen through the Director.
5. All staff divisions should be organized on a pure functional basis, using the Functional Teamwork Concept. Thus achieving:
 - (1) clear authority and responsibility for each group of functions

- (2) higher level of efficiency and output within each group of functions
 - (3) relative simplistic organizational structure which eliminates duplication and conflicts
 - (4) proper balance among and between functional groups.
6. A practical organizational system requires a natural division of responsibility and then demands that each function coordinate and cooperate with each other function in a team effort aimed at achieving the total program objectives and concepts.
7. The Director, after having delegated effective control over each function, is freed from piddling day to day responsibilities and is able to concentrate on assuring that team work between the functions takes place and to devote more time to other program responsibilities.

THE NEW ORGANIZATION STRUCTURE WOULD ASSURE THAT:

1. All functional division heads would have authority and decision-making power in their own functional area.
2. There is a logical sequence of decisions.
 - (1) The overall program policy and decisions are made by the Mayor and Board of Aldermen as recommended by the Executive Board of which the Mayor is Chairman.
 - (2) The Executive Director is responsible for making program and policy recommendations to the Executive Board and the Mayor.
 - (3) Each functional Director is responsible for making program and policy recommendations to the Executive Director.
 - (4) Each component head is responsible for making recommendations within his own functional area.
3. Each level would have its appropriate role and the authority to accomplish its own tasks as dictated by policy from the next highest level.

4. There is moreover the fundamental recognition that teamwork between functions is a necessary element in a comprehensive program.

BREAKDOWN OF BASIC FUNCTIONS AND RESPONSIBILITIES

1. Planning

- (a) Problem analysis
- (b) Develop objectives
- (c) Program strategies
- (d) Programming
- (e) Budgeting
- (f) Evaluation and revision

2. Program Management

- (a) Pre-construction contract neogtiation
- (b) Initiate projects
- (c) Monitor projects
- (d) Reporting
- (e) Insure contract compliance
- (f) Maintain project fiscal control

3. Evaluation

- (a) Research design
- (b) Data collection
- (c) Analysis
- (d) Synthetize
- (e) Interpretation and feed-back
- (f) Provide a basis for decision making

4. Administration

- (a) Establish organizational structure and policy
- (b) Execute program policies
- (c) Maintain program fiscal control
- (d) Promote public and governmental relations
- (e) Provide staff and operational support
- (f) Recommend program policy
- (g) Promote community involvement
- (h) Effect coordination