

Senator MUSKIE. I guess we have not focused on this recommendation enough to ask any intelligent questions. We will look at the recommendation more carefully and submit any questions we may have as a result of that to you.

You have referred to the fact in your testimony covering the model cities program that HUD and other agencies are undertaking to coordinate requirements and procedures. Now, our understanding is that the cities are having trouble in coordinating their activities, because the Federal agencies are not working together as they should. I know I got this complaint in Connecticut the other day, from someone in the audience. Although my speech was not on this subject, the point was brought up that the model cities program is not really leaving initiative to the local community and that Federal agencies were making it difficult to achieve coordination at the local level and to exercise initiative. I wondered, Mr. Secretary, if you could tell us specifically what HUD is doing to coordinate Federal programs and to deal with difficulties that the cities say they are encountering in this connection.

Secretary WEAVER. I think that probably Assistant Secretary Taylor, under whose jurisdiction the administration of model cities would be, could give a more detailed statement than I could.

Senator MUSKIE. It might be very helpful in connection with the present business on the floor.

Mr. TAYLOR. Senator, we were aware of this problem and this danger from the beginning. We recognized at the time we started this program that there would be an urgent need for the Federal agencies to deliver a coordinated response to the coordinated planning and problem identification that we were requiring of the cities.

We have been working on this at several levels.

First of all, we are operating the model cities program as a Federal agency—an interagency program—with teams of Federal regional people reviewing applications, visiting the communities, working together with the cities.

We are convinced, both from our experience and the experience of the cities, that this is not enough. We are now engaged largely at the Washington level although recently we have moved it through the interagency process to the regional level for recommendations as to how it is to be done in a process which we think will answer the real problems that the cities are identifying. We are asking the Federal agencies to provide a different kind of technical assistance and develop a new relationship, not only with the city governments, but with the model city structures, including the citizen structures, so as to help the communities identify the range of possibilities that the Federal programs offer.

To make their planning meaningful and significant, we are asking the Federal agencies to earmark or allocate funds so that as objectives are identified, we can say to the cities in the interagency process, yes, there is money available for this or, no, you had better wait a year on that. We do not want to encourage planning to which we are not capable of responding, for fiscal or other reasons.

This new approach on technical assistance, backed by earmarking and allocations, is a different way of operating than Federal programs historically have. Since close to a hundred Federal programs operate through State funding mechanisms, we are asking the States to partic-