

With this bridge from philosophy to action ready for use, we look forward to the disappearance of the crippling inconsistency within a Congress that, on the one hand, authorizes Great Society programs and, on the other hand, withholds the funds to make them work.

Action area B

We must help to evolve new organizational structures and interrelationships for all of the governmental agencies, industries, institutions, and citizen organizations that function to reach urban development goals.

Federal Government structure.—The new Department of Housing and Urban Development is essentially an elevation of the Housing and Home Finance Agency. It inherits national housing and urban development programs contained in a myriad of separate pieces of legislation accumulated over 30 years. To mold the many separate parts of the many separate agencies, laws, and regulations into a cohesive whole is going to take time, serious study, and ingenuity. Therefore, the association believes that the structure of the Department must be kept fluid and flexible to accommodate the shifts and changes that must come over a protracted period of time. As a basis for the decisions as to which separate parts to combine and which to divide or eliminate, NAHRO urges the codification of all housing and urban development statutes and the assembly and analysis of their legislative history and of the administrative regulations developed to put them into effect.

The association also believes that the structure of the Department must be geared to the machinery of local government and local operating agencies, themselves coping with the need for changed structure. NAHRO urges, therefore, that Secretary of the Department set up a permanent advisory council representative of national groups directly concerned with the operation of housing and urban development programs and confer regularly with this council in the structuring of the Department and in the formulation of regulations and new legislative proposals.

Further, once the functions of HHFA have been reassigned in the new Department, NAHRO urges that the assistant secretaries concerned with specific programs set up procedures for continuing the present practice of the HHFA constituent agencies of meeting regularly with, and consulting with, local operating officials on the formulation of new Federal policy and procedure.

We recommend further that the new Department recognize the administrative principle that the degree of Federal supervision and control should be scaled to the experience communities have had in the execution of federally aided programs: it should be proportionately less for those with long and responsible experience. Such communities should be encouraged through various incentives, to exercise maximum inventiveness and economy, rather than be directed to HEW to lines of federally imposed uniform procedures.

Metropolitan area structure.—The rapid expansion of housing and urban development programs over the past decade has produced a diverse, uneven growth pattern both in geographic areas of operation and in functional organization. In the last few years, emerging concern with the problems of urbanization that overlap the bounds of various political jurisdictions has created a new functional unit—the urbanized region—which in many cases crosses State boundaries and encroaches on the existing framework of local government units.

NAHRO recommends that the Advisory Commission on Intergovernmental Relations be asked to take on special assignments in the field of the administration of housing and urban development programs, calling on NAHRO, the U.S. Conference of Mayors, the American Institute of Planners, the National League of Cities, the National Association of Counties, the Council of State Governments, among others, to help identify the present pattern of functional relationships among the governmental units represented by these associations in the area of housing and urban development, with the goal of proposing a system for coordinating the functional interests involved.

NAHRO further recommends that the Commission analyze local, State, and Federal laws, which, in many instances, place inhibitions on carrying through urban development programs on any scale broader than a single community, and make recommendations for changes that would facilitate metropolitan area or regional area operation, whenever circumstances dictate the need.

State structure.—Since very few States have official bodies concerned with housing and urban development, it is NAHRO's recommendation that such bodies be created at the State level over the next biennium, with responsibility (a) for encouraging metropolitan, regional, countywide, or similar areawide operations