

Am I reading you correctly?

Mr. BOUTIN. If I had unlimited staff, if the Congress gave me a blank check, I think probably I would want to have some people who were doing nothing but, particularly in the large urban areas, doing nothing but working on EOL applications, but Congress has not done that.

Mr. DELLENBACK. You and I both know— in whatever branch of Government we are confining our work—the Federal Government just does not have unlimited money.

Mr. BOUTIN. Exactly.

Mr. DELLENBACK. So all the way through we have to have the dollars do the maximum job. Granted that as a criterion, what you are saying is that within your staff, within the area that is your responsibility as director of SBA, you find the dollars go further by not separating out those who deal just with the poor, but taking your well-qualified people and having them deal with the poor and the nonpoor; am I correct?

Mr. BOUTIN. Congressman, let me answer that by saying if I have any expertise at all, it is in the field of efficiency and economy. I have tried to organize SBA in that fashion. But to draw broad conclusions from that—

Mr. DELLENBACK. I am not asking you to generalize beyond SBA. We are talking strictly about SBA but my questions are directed to you within the role that is your responsibility, and I gather from some of the gentlemen here who have had the opportunity to deal with you in the past they think highly of the job which you have done.

I haven't had a chance to observe it yet, myself. But within this area that is your responsibility you do say that you, concerned with handling across the board, find that handling the poor and the nonpoor does not make you do a poorer job with the poor or a less good job.

If anything, you do a better job because part of your responsibility reaches beyond them. And when you assign your own personnel in this area, forget about all the rest of the war on poverty, in this area, you feel you do a superior job by having your people not isolated out to deal just with the poor but to deal across the board, you do a more efficient job.

Am I correct?

Mr. BOUTIN. I do what I do as a matter of necessity because I don't have people that I can assign otherwise. I think the only exception, Congressman, in the whole country is that perhaps we have a dozen people who because of workloads, simply workloads dealing with strictly EOL programs—in New York the 11 specialists that I cited, these people are largely duty stationed at neighborhood service centers. They are up in Harlem, they are over in the Bronx, they are in Queens. They deal essentially just with the EOL program but there is sufficient workload to justify it.

If you get out in a community like Evansville, as an example, God knows what you are going to find. You have no idea what the mix of applications is going to be.

In summary, I think I can say as far as I am concerned there is no substitute for ability. You get a real bright man or woman with some