

Two years ago we could not have done that. No. 1, we didn't know enough about it when we started to know the conditions under which the delegation should be made.

Secondly, this has not been done in the Federal Government domestically before. The regional director for HUD out there in San Francisco, for example, does not have final authority but we have been following the good Republican philosophy you described a few moments ago.

In the structure of this agency, we put it as far out and as close to the community as we can get it commensurate with good administration.

The result has worked out to be very good so far.

Mr. QUIE. Except putting it in a regional office in some cases by a telephone call or the mails, air travel sometimes is as close to Washington as it is to the regional office. San Francisco is a little bit farther away.

Mr. SHRIVER. I did not get that.

Mr. QUIE. When the regional projects are sent in by mail, Washington is just about as close by mail or air as San Francisco.

Mr. SHRIVER. We could have kept everybody here and made everybody come here. That would mean, let's say, the mayor of Raleigh would have to come up here to Washington about something or the mayor of Miami would have to come up here or the mayor of New Orleans or people from that town would have to come up here.

I felt to concentrate all of this in Washington was not particularly wise. You can say we were wrong. All I am trying to say is that by delegating it out to the region and putting authority out there to act and the money to act we have definitely improved the administration of the agency.

Bert Harding sitting next to me is the Deputy Director of the Agency. He went through a decentralization process like this when he was the Deputy Director of the Internal Revenue Service. One of the reasons I was very happy he came with us about a year ago was he could help us decentralize this process and let me say it is not easy. I think it is fair to say now in the judgment of people in public administration that this is the way that nearly all of the agencies are trying to go.

In fact, I think we have gone further faster than most.

Mr. HARDING. It is not really just the physical distance but the availability of personnel, for example, which you can't concentrate here. I think we have a much superior structure under the decentralized system.

Mr. QUIE. Do you mean it is easier to secure adequate and competent personnel if you get away from Washington?

Mr. HARDING. That is a good part of it; yes, sir.

Mr. QUIE. At least it is a valuable experiment for the other departments to look at to see if they want to follow it.

Mr. HARDING. It is not really unique in Federal establishments. I think the degree of authority which we have given the regional directors is a little unique, but the idea of the decentralized operation of a national program, I think, is fundamental and completely accepted.

Mr. SHRIVER. Let me say one of the reason we were able to do this