

or even primarily—a matter of Federal responsibility. For our powers are simply those of providing assistance and guidance. It is at the State and local level that most of the really crucial decisions will be made. Without a spirit of cooperation there, without an understanding as to basic goals there, neither the plan nor any other step we may take to improve Federal organization and coordination can possibly have its intended effect.

It must also be remembered that even the best organization can go only so far. No organizational arrangement, no division of responsibilities, will by itself make the hard problems—the dilemmas of choice—vanish. And no improvement in our techniques for dealing with problems of the future is going to eliminate existing barriers traceable to faulty techniques of the past.

But we can focus our resources more precisely on what we are doing with a view to seeing that the right questions are considered, in the depth and places where they should be considered, and in good time. To the extent that we can do this, we can do much better in the future than we have in the past. The plan is a step, and a potentially major one, in that direction. It is the product of careful deliberation. It has been jointly recommended by the two Departments. We in the Department of Housing and Urban Development believe that it should contribute to a strengthening of our capacity to cope with all the needs of our urban localities and the people who live there today, and who will be living there in the future.

Mr. BLATNIK. Thank you, Mr. Wood.

Mr. Secretary, would you have any summary you would like to present of your statement or any particular point to which you would like to call attention to which Mr. Hughes may have made a reference?

Mr. BOYD. No, sir; I am in complete agreement with the statement of Mr. Hughes. The net effect of this reorganization plan is to provide a means whereby the Department of Transportation will have primarily the internal responsibilities for urban mass transportation; that is, dealing with transportation as transportation; and HUD will retain what, for lack of a better term, we call the external responsibilities, those relating to the impact of the transportation systems and activities on the urban society.

Mr. BLATNIK. Mr. Wood, would you have any comments? It is not necessary, but you are free to make any comments or statement or call attention to any aspect that you wish to have underscored or emphasized from your Department's point of view at this point.

Mr. WOOD. I would echo the sentiments of Secretary Boyd, Mr. Chairman, as to the common position that the two Departments and the Budget Bureau have with respect to this plan and Secretary Boyd's indication of the basic principle under which this plan was developed, the so-called lead agency principle in terms of carrying on our particular duties.

As my formal testimony points out, we think that given appropriate resources we will be able to develop here a capability to work effectively with DOT in shaping a better urban environment, and we propose to go forward on that basis with every means and cooperation.

Mr. ROSENTHAL. The fact is, Mr. Chairman, if you permit me, Mr. Wood, you would in fact have no authority; as I read Mr. Hughes' statement on page 6, you have an advisory role.