

deference to history, but their role in the technological tomorrow will be set by our concern of today.

These statements are symbolic of the increasing concern being expressed by administrative officials at all Government levels, by academicians, by legislators, by industry and labor, and the public at large. It is the concern for an integrated federal system, a cooperative venture, a modern machine to meet the increasing needs and services of tomorrow.

It has been the responsibility of this committee over the past 6 years to investigate the workings of our federal system.

In most areas we have found a far greater degree of individual freedom and decisionmaking at the local level of government than exists in any other major country in the world. This makes possible the greatest extent of popular participation and consent envisioned by our Founding Fathers.

Increased grassroots citizen participation is essential to the vitality of our democratic system. At the same time, it does contribute to problems of intergovernmental coordination and cooperation, inequitable applications of collecting and distributing fiscal resources, and a tremendous demand for more qualified administrative personnel.

We have over 82,000 local units of government, most with their own taxing, planning and operating authorities.

We have 50 States with thousands of relatively autonomous agencies, departments, and authorities carrying on additional operating and planning responsibilities.

And at the Federal level we have over 21 Federal agencies and hundreds of regional and subregional offices administering over 500 separate grant-in-aid authorizations.

The needs for cooperation, not competition, for closing the information gap between levels, for developing a partnership in the interests of economy and efficiency in our federal system were never more serious than they are today.

Testifying before this subcommittee during the first phase of our creative federalism hearings, Secretary John Gardner, scholar and firsthand observer of federalism in action at every level, said this:

In almost every domestic program we are encountering crises of organization. Coordination among Federal agencies leaves much to be desired. Communications between the various levels of government—Federal, State and local—is casual and ineffective. State and local government is in most areas seriously inadequate.

We will never get more than a fraction of the full yield from the taxpayer's dollar until local, State and Federal governments—and the American people generally—decide that action is needed.

The time has come to correct these deficiencies. And the American people are capable of correcting them. We have a President who is keenly interested in the problem. We can improve coordination at all levels. We can revitalize State and local government. We have it in our power to create a healthier Federal-State-local partnership than has ever before existed—and healthier partnerships between the governmental and non-governmental worlds than ever before existed—partnerships that will ensure the integrity and vitality of the non-Federal partner.

The challenge Secretary Gardner was making was to this Congress, recognizing at the same time that there are some things that only State and local governments can do for themselves. But it is the Congress which must take the lead in helping the States and localities solve their problems of management, money, manpower, and modernization.