

because we find ourselves in the thicket too. It is long past time to break out into the open and put order, priorities, and efficiency in what we have been doing.

No one in Congress intended hardship to result to individuals and businesses from our programs for redevelopment and renewal, but that is what has happened. Due to lack of uniform policy and procedures, not all individuals and businesses have been treated alike, and this is manifestly unfair. Not only should hardships be avoided or, at least, alleviated; but the treatment should be uniform. For the first time, adoption of this legislation will establish uniformity for the various federal and federally-assisted programs involving relocation of individuals and businesses. It is too late to rectify past mistakes, but it is not too late to prevent future mistakes—and there will be many with our ongoing programs unless action is taken now.

Whether one has supported some of these federal programs or not, each of us must be concerned that the people who are paying the bill receive maximum value for their tax money. Each of us must be concerned that maximum benefit goes to those for whom the legislation was intended. In its partnership with other levels of government, the federal government has a responsibility to serve as a model of efficiency, effectiveness, progress, and fairness. S. 698 will be most helpful in enabling us to meet that responsibility.

Senator MUSKIE. We shall proceed with this morning's witnesses. First, it is a pleasure to welcome the executive director of the Advisory Commission on Intergovernmental Relations, Mr. Colman, and his assistant, Mr. Walker. Mr. Walker, having been a member of this subcommittee staff in the past, should be in a position to enlighten us.

We are delighted to have you both with us this morning.

TESTIMONY OF WILLIAM G. COLMAN, EXECUTIVE DIRECTOR, ADVISORY COMMISSION ON INTERGOVERNMENTAL RELATIONS; ACCOMPANIED BY DAVID B. WALKER, ASSISTANT DIRECTOR (GOVERNMENTAL STRUCTURE AND FUNCTIONS), AND ALBERT J. RICHTER, SENIOR ANALYST

Mr. COLMAN. Mr. Chairman, we have with us this morning Mr. Richter.

Senator MUSKIE. It is a pleasure to have you with us.

At this point, the record of the hearing will begin to acquire real meaning.

Mr. COLMAN. Thank you, Mr. Chairman. It is a pleasure to be here.

We have prepared for the use of the subcommittee a lengthy background statement. We have underlined the highlights of the statement. If it is your pleasure, Sir, I can read the highlights.

I am appearing on behalf of the chairman, Farris Bryant, and members of the Advisory Commission in support of the proposed "Intergovernmental Cooperation Act" and two related measures.

The "Intergovernmental Cooperation Act" is based on several of the most significant findings and recommendations for Federal action advanced by the Commission during the past 8 years. The measure, as a whole, was specifically endorsed by the Commission at its April 14, 1967, meeting.

Enactment of this legislation is of critical significance, since it comes to grips with several of the major management problems that plague effective Federal-State-local relations. Improved public administration is a prime prerequisite for improved intergovernmental relations and this legislation—in all of its titles—is geared to achieving this.

I shall skip title I, Mr. Chairman, since it deals with definitions.