

# Dwight Ink



**Interviewer:** “What exactly did President Johnson ask you to do?”

**Dwight:** “Rebuild Alaska after the earthquake . . . It had to be done!”

Describing the incredible process involved in saving Alaska after the earthquake, Dwight said:

“It was a dramatic example of a president unleashing the competence and innovation of our career leaders in handling urgent national initiatives. No political appointees were between the president and operational leaders of the recovery.

- We employed only the best career leaders, and those that did not measure up were immediately reassigned to other work.
- We practiced an unprecedented degree of transparency.
- We established collaborative arrangements with Congressional Committees never done before or since.
- I was given tacit approval from the President to streamline or even suspend any agency procedure that jeopardized our ability to meet reconstruction schedules. Examples were eliminating several urban renewal public hearings, since decision meetings had already been done in public with public participation. Nearly all procedures were severely streamlined.
- The intergovernmental collaboration was unprecedented.
- We had an unusually strong political/career partnership type of relationship.
- The unusual interdependence of these Innovations produced an unprecedented capacity of government to act more quickly and at low cost.
- Had we not used each of these measures, Alaska recovery would have failed, and the state would have been largely abandoned.