

of the Federal programs. I would be remiss then, if I did not, before proceeding further, say something about appropriations. There is a great need for Federal appropriations to match Federal authorizations. School systems build their planning and their hopes on authorizations adopted by Congress. They then find in the course of appropriations that the money forthcoming for these authorizations does not contemplate meeting the full program either in scope or in length of time.

We would also appeal to the Congress for earlier appropriations action. In the Memphis City school system, we have in the past 2 years started Federal programs under authorizations but the funding has come considerably after the beginning of the school year. It is not possible, or feasible, for any school system to gamble on funding nor is it desirable to start programs after the school year has begun because personnel are not available. This fact alone reinforces our position in another matter—namely this—it is difficult for a school system to predicate a program upon an annual appropriation without the knowledge that the appropriation will be continued into a succeeding year.

Almost every program involved in Federal legislation requires the appointment of personnel. It is impossible to employ personnel without a reasonable expectation of maintaining the appointment throughout more than the course of 1 year. Competent personnel are at a premium these days in school systems and it is impossible to attract such personnel for Federal programs if they feel that their employment is simply on a year-to-year basis.

Furthermore, the funding of Federal programs is tied inescapably to the funding of local programs. Good financial planning for school systems requires that sources of funds be known in advance so that effective planning can take place. This cannot be done adequately on an annual basis. We would appeal then to Congress to try to make its educational appropriations for the succeeding year known at least by early spring—more specifically by March 1.

School systems are organized on the basis of school years and, although we know that this is a new organization for the Members of Congress to consider in their appropriations procedure, we hope that through your committee, Congress will become aware of this appropriation timing need.

May we point out also that when appropriations come late they are generally not for the full year and very often they lead to unwise use of the funds, because there is an attempt to spend quickly what should be spent carefully over an entire school year.

We would also propose that Congress give consideration to a provision that would enable Federal moneys to be expended for capital outlay purposes—and also, that these funds be appropriated. School systems everywhere are faced with the perplexing problem of once identifying problem areas, and planning programs to meet the educational needs in these areas, of not being able to implement that program. The reason they cannot implement the program is because of present overcrowded conditions in the schools and, consequently, there is no available physical facility available to house the new programs.