

York's 27 designated poverty areas. These corporations will plan and coordinate community development programs for their respective areas.

One of our aims is to build into the governmental process the constant pressure for change which arises from communities in the City dissatisfied with the level of services provided by municipal agencies. To curtail the options open to the localities is to deprive community participation in government of any practical significance, thereby depriving the governmental process of this vital force for innovation and change.

We strongly urge you to preserve the voice of the neighborhoods in the use of community action funds. Earmarking of funds for community action is doubly harmful. It not only inhibits further experimentation by freezing the present range of programs, but also discourages active participation of the community by limiting sharply the role that it can play.

To enable the municipal government to respond most effectively to the demands generated in the neighborhoods, the City must mount a coordinated effort by all the agencies directly involved in the quest to provide full opportunity to the poor. We have recognized this need by establishing the Human Resources Administration. It groups together the following agencies:

The Welfare Department.

The Youth Board.

The Community Development Agency—responsible for administering anti-poverty programs under the policy guidance of the Council Against Poverty.

The Manpower and Career Development Agency—responsible for all training, job development and placement services.

And the Office of Education Liaison—the link between the city administration and the Board of Education.

For the first time this structure will allow the City to develop and apply a city-wide strategy for human resource development. By placing the various departments and agencies under a single Administrator, we shall have a better chance to make program objectives prevail over bureaucratic divisions.

But capability is more than program concepts and administrative blueprints. It is people who can translate good ideas into effective performance. New York City has been fortunate in attracting topflight talent from here and around the country to do the job. We could not have found a better man than Mike Sviridoff to run the Human Resources Administration. Coming out of the community action agency in New Haven, where he made a national reputation for himself, he in turn has brought in some of this city's and country's leading experts and administrators to fill the key positions in this new organization.

Fred Hayes, our budget director, came to us from the federal government and is reshaping our budget system in terms of the problems and needs of today.

An executive in one of the country's finest foundations, Carl McCall is a dynamic new personality who, as chairman of the new Council Against Poverty, has added a new dimension of leadership to this volunteer policymaking body. In the short span of eight months, this Council has become a powerful force in the building of an effective program of human resource development.

The program priorities we have set ourselves are: jobs, education, with special emphasis on early childhood development; a social service system that supports these opportunity-focused programs; and maximum involvement of the community in all human resource programming.

Any effort to bring an end to poverty would be futile if it ignored the potential contributions of the education system. The pressures of community groups, many originally mobilized by the community action program, have led to general recognition of the need to decentralize the administrative structure of the Board of Education. Such decentralization will lead, we hope, to a closer meshing of the needs of children with the content of their school programs. The distinguished President of the Ford Foundation, McGeorge Bundy, has agreed to serve as Chairman of the Panel, which will be advising me on a decentralization proposal plan which I must submit to the New York State Legislature in December of this year.

But the central task of the city is to slow the climb of the welfare spiral by providing expanded and more effective job training and employment opportunities. Almost 75% of the city's proposed Human Resources budget for 1967/68—\$729 million—out of a total of \$1 billion \$15 million goes for Welfare.

Even more significant is the cost to the City in lost taxes and income that would otherwise be generated if many of those on welfare were qualified for