

From this budget analysis we seek to develop accurate estimates of the cost to train individuals for various skill levels. For each level of acquired skills we hope to be able to provide the cost necessary for the appropriate training. With these tools we will be able to determine the cost of reducing the welfare rolls by any given figure.

This budgetary system should also help us in dealing with the classical conflict between short-term and long-term goals. Were our resources unlimited, this would be only a minor problem. But they are not, in the starkest terms, the issue is whether to center our efforts on educating the young for the future, or on training adults presently at an employable age. Because we can ignore neither group, and have no means now of making such a judgment, both groups receive partial and inadequate attention. An effective program budget may allow us to develop some idea as to the relative effectiveness of a dollar if spent on a child's education or on an adult's training. Such management tools are essential as we seek to maximize our resources in the City's war on poverty. At present, the process is far from sophisticated. We have only a first approximation—but it is a start—a base from which we can begin.

I hope and trust that what you see in New York as well as the evidence gathered elsewhere, will serve to demonstrate the essential soundness of the 1964 legislation. No doubt this law, like any other, is susceptible to refinement and improvements in the light of experience. But the range for local initiative must be maintained and the resources for locally developed programs increased.

We have re-kindled the hopes of those who had given up hope. We have launched a program that can bring dignity and grace to the mean and beaten lives of millions. We are embarked on a war in which victory is as indispensable as on any battlefield. We must go forward.

Thank you.

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TESTIMONY OF WHITNEY M. YOUNG, JR., EXECUTIVE DIRECTOR, NATIONAL URBAN LEAGUE, BEFORE THE SUBCOMMITTEE ON EMPLOYMENT, MANPOWER, AND POVERTY OF THE COMMITTEE ON LABOR AND PUBLIC WELFARE, U.S. SENATE, ON THE WAR ON POVERTY, WASHINGTON, D.C., JUNE 8, 1967

Mr. Chairman, members of the committee, my name is Whitney M. Young, Jr. I am the executive director of the National Urban League.

The National Urban League is a non-profit, charitable and educational organization founded in 1910 to secure equal opportunities for Negro citizens. It is non-partisan and interracial in its leadership and staff.

The National Urban League has affiliates in 82 cities, in 33 States and the District of Columbia. It maintains national headquarters in New York City, regional offices in Akron, Atlanta, Los Angeles, New York and St. Louis, and a Washington Bureau.

A professional staff of 800, trained in the techniques and disciplines of social work, conducts the day-to-day activities of the Urban League throughout the country, aided by more than 8,000 volunteers who bring expert knowledge and experience to racial matters.

The National Urban League is deeply grateful for your invitation to appear before the Committee today in order to add to your body of knowledge the information and evidence we have accumulated over the years as experts in the area and on the subject now before you—the war on poverty.

In addition to testifying today, I am happy to submit to the Committee, as per its request, a supplementary report prepared by the National Urban League reflecting the experiences and observations of the war on poverty of our affiliated local Urban Leagues throughout the country for inclusion in the record of these hearings as you see fit.

I want to make it clear at the outset that as a principal spokesman for massive effort, which the Urban League called for in proposing a domestic Marshall Plan several years ago, I am strongly in support of the war on poverty and strongly opposed to any dismemberment of the Office of Economic Opportunity which will tend to weaken the massive effort.

This does not mean that I have no criticism to voice, but that my criticism is directed, not to the structure of the Office of Economic Opportunity, but to the scale on which the war on poverty is being conducted, a scale still far too limited to do much more than act as a palliative.

When the war on poverty was launched in 1964, it was estimated that there were some 32,000,000 poor people in this country in serious need of aid