

The thing that impressed me about these youngsters and they were presumably the wildest and most delinquent kids in the city is when you get to know these youngsters, and the majority of them were drop-outs, when you got to know them you immediately saw the futility of trying to measure their intelligence by the usual methods.

They would have 67- and 80-type IQ's on paper, the moron type, but up here they had it and just the way they were able to organize these large gangs and deploy their forces so that many of them were excellent administrators, managers, and so forth.

What I am saying is that a lot of these people could not go to the Harvard School of Business but in effect a lot of the things going on would be the same thing.

They are concrete minded. They want to deal with something that is real, not abstract and conceptual, and I think it could be quickly demonstrated that you could pass or go below the first type you are talking about and these are the underemployed people, like the post office people, who should be managing the shop.

Yes, we would perhaps start with them, but I can see going pretty far below that level in terms of people who don't have high school diplomas and the like.

They still have certain basic abilities and skills which are hard to see right now.

Mr. QUIE. Next year they are asking for \$295 million for the Job Corps. I know we have about \$150 million put into improving the capital assets of these Job Corps centers. People don't like to close up a bunch of camps after putting that kind of money into them.

But how do you think this group of young people, the highest percentage of them being young men even though there are some women's jobs, could most wisely use that \$250 million to have the greatest impact on the real tough cases?

Mr. MARSHALL. I would use it at the local community level and I would organize training centers. I would hook some of the kids into the kind of enterprises I am talking about as trainees. In effect, then, you see you are subsidizing the enterprise because you are paying the kids so the salaries don't have to come out of your earnings.

It is that kind of interlocking thing that I see makes for a bigger payoff of the Federal poverty dollar. If you put these capital assets out of the woods, it certainly is not improving the conditions of Harlem.

Then when you look at the dropout rates of the Job Corps, you wonder what it is doing for the kids involved, too. At least at the local situation you are putting in certain kinds of investments, just brick and mortar types of things which would make it a better community in which to live.

Mr. QUIE. Do you think that these young people could live right in their own environment and there would be no need for moving them into a different type of residential area?

Mr. MARSHALL. I don't see the need for it.

Mr. QUIE. If a change were necessary, don't you think it would be better if they lived in a residential type of training center close to their environment rather than shipping them across the country, out to the woods, or to a strange city where they are isolated from the type of environment in which they have to live afterward?