Mr. MARSHALL. I am persuaded by figures of the order of the so-called freedom budget. I don't know if you have heard of the A. Philip Randolph budget, but we are talking about the expenditure of many billions of dollars per year—exactly how many I couldn't say, but I would say a lot of money.

Mr. QUIE. Not only for welfare and health centers, but also for doles.

Mr. MARSHALL. I think we should look for ways that the dollar will have the multiple payoff value and the service way is probably the least efficient way of achieving that multiple purpose.

Mr. GIBBONS. There are some things on which you and I agree. One thing I have observed, for instance, in your urban renewal, it is not the poor people who gets jobs. It is normally some out-of-town contractor who brings along many of his own people or hires from the skilled craft trades the people who do the work.

About the only thing that the poor get out of it is the fact that they have maybe $100 additional allowance or something of that sort.

Now, how would your program differ from that?

Mr. MARSHALL. What I am talking about, for example, is this: Our program would move to organize, for example, the local small contractors into a larger contracting firm so they would qualify.

For instance, now there is a project going up in Harlem where the contract for the painting alone and this is not an extra skilled craft, but the painting alone is in excess of $2 million.

Now, there is no local firm that could handle that type of thing, so naturally, the contract went outside the community and the people who are painting these projects are mainly workers who reside outside the home area.

The only benefit of that is that they will be in these apartments when they are finished. So here you begin to learn and build the skills to estimate the costs of jobs and the type of skills these people do not now have.

Certainly, they can paint, but you begin to get together and support the technical assistance so these firms could qualify to bid on and acquire these jobs.

You are talking about these dollars going around a little longer in Harlem before they get out of Harlem and benefiting more people.

Mr. GOODELL. In this panel session, Mr. Richard Boone made a comment and I would like your comment on the comment of Mr. Boone. He warned of the possibility of OEO's developing such a vested interest in perpetuating and expanding its own programs that voices proposing new programs and strategies changes are muted by the agencies' bureaucratic and political investments.

Then he went on to say that he doubted whether the Office of Economic Opportunity can remain responsive to its policies, goals, and new operational strategies while continuing to expand its direct operational responsibilities.

Do you have any comment on that?

Do you agree with it?

Mr. MARSHALL. Yes; I agree with it. This is why I say noninnovative programs and after 3 to 5 years if a program is stabilized I would not continue to call it innovative or a new program.