are jointly at work. Critical attention should be given to whether public functions are properly allocated by level of government in the major program areas, whether grant-in-aid are well conceived and administered, whether there is too much or too little centralization and whether responsibility for financing services is properly assigned. In brief, how the three levels of government are meshing as a practical operational matter.

V

NEW TOOLS AND SKILLS

Still another way — a most exciting way — in which the executive branch of our State government can be better geared up for the tasks ahead is by bringing the vast new scientific technology of operations analysis and systems engineering to bear on the basic problems of this State. Business organizations have already pioneered the use of the latest analytical techniques and electronic tools on their more difficult challenges. Our State government has begun to utilize computer data processing to assist on the voluminous statistical compilations and computations of various State agencies. But we must make far better progress — and the Legislature must recognize the need for supporting funds — to bring these new skills and resources to bear on the really stubborn and sophisticated problems that confront us. We need to find out, for example, whether the same systems development skills that put the astronauts into orbit can be used to cut the And we should determine, as one authority has expressed it, whether time automobile drivers must spend fighting their way through traffic. the "new dimension" thinking that can get moon-probes off the launching pad can also get able-bodied men off of welfare rolls and out into the economy.

To suggest the possibilities of this new group of tools and skills, I want to quote a paragraph from a recent report of a committee of the U. S. House of Representatives concerned just with the tangle of present-day transportation problems. Computerization offers unprecedented opportunities for fresh approaches and new statements of problems which in the past have been lost in (literally) tons of detailed paperwork. For the first time using modern data processing information retrieval, input-output, and other techniques, it may be possible to break away from the present compartmentalization and fragmentation of data, and to integrate transportation information into the broader social-economic framework where it properly be-