

designed to realistically and responsibly meet this challenge through a comprehensive bond issue.

The State administration shall continue to cooperate fully with Baltimore City to alleviate pressing problems and to expedite priority programs. Even more important is to enlist the interest and initiative of the private sector, which can exercise leadership in areas where government should not tread.

Certainly, both at the national and State levels, private industry has demonstrated a recognition of its responsibilities and a willingness to put its talents to work. In late August, over 1,200 representatives of the private sector joined with local government leaders to form the Urban Coalition and set forth a boldly creative program for our cities.

The Coalition's first objective was to call upon the Federal government to establish an Emergency Work Program. It is to Maryland's credit that just such a program, the Crash Job Program, had already been launched. Private industry — in this case, the Westinghouse Corporation — released a key executive to direct the effort. Maryland's Chamber of Commerce provided broad based support in finding employment opportunities. The State appropriated \$480,000 in Emergency Funds for W.P.A.-type and other projects. As a result of this concerted effort over 2,100 permanent jobs were made available, 1,100 by private industry, and better than 1,200 temporary jobs were filled within a six-week period.

Success cannot blind us to the fact that the Crash Job Program originated as a stop-gap reaction to potential crisis. In deference to its explicit and implicit success, we must re-establish and expand it on a permanent basis. We must build hope and opportunity through long-range planning in the winter, lest we reap despair through the hot and abrasive summer.

Long-range planning for employment opportunities requires far greater cooperation between State and local governments and industries. We must learn from you where manpower needs are greatest and look to you for guidance, equipment and instructors wherever our present vocational programs are technologically obsolete.

Compensatory education for the inner City child is essential, and basically it is the responsibility of State and local governments. Vocational training for youth and adult can be most effective if it is a cooperative effort. Here, as an organization, Maryland's manufacturers have a clear and powerful mandate to act, to serve your communities and yourselves.