

open advertisement of contracts and publication of results. Competitive bidding is out of the question in many of the professional fields involved, and to give the awarding of contracts to the Board of Estimate is to restore the political infighting that the new charter was designed specifically to avoid. The appropriate time for public hearings would be to publicize results when they are to be turned into specific action.

The Use of Consultants

The fact that New York has mounted a massive attack on its administrative and planning ills by using all the professional expertise it can get has somehow been turned into the suggestion that this is the biggest gravy boat since Boss Tweed. A more rational assumption is that the city has not only stepped up the magnitude of its attack on its problems, but that it has taken a position of leadership in utilizing modern management methods and specialized professionalism. A few cases of possible conflict of interest have been aired that are more indicative of faulty administrative or personal judgment than of payola. The situation should be corrected. But for a program this size, there is a far lower level of questionable action than is usual in a city where corruption is endemic. Today, every municipal government finds that it must go outside of its civil service for essential skills. Specialists will not take civil service jobs and the city's vacancies are increasingly hard to fill. The need to acquire these skills and transfer them to agency procedures and personnel, through consultant operations, is one of the city's current objectives. But there are no one-shot answers or one-way solutions to anything in New York. The answer is going to have to be an accommodation between the practical experience of city officials and the corrective overview of the consultant specialists. The public has a part in the process, but it should be through knowledge, not suspicion. There must be

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