

simply vehicles for the delivery of pre-packaged, pre-designed, and unilaterally imposed services—no matter how valuable those services may be in and of themselves.

Second, two factors—our anticipated rate of expansion and the earmarking of funds by Congress for specific purposes—can operate to circumscribe and reduce the opportunities for choice, for local determination and local decision. Past decisions may bind the future. And new funds may come designated for use in particular ways. This will reduce the room for democratic decision making among different program alternatives. But it must not be permitted to lessen democratic participation in determining and redetermining the content of any particular program. The diminution of one kind of choice must be at least equalled by compensatory steps to insure that the quantity and quality of meaningful participation does not diminish simply because there are different issues for decision.

The Houston Legal Service Program, the Watts medical center, New York's Institute for Developmental Studies, and our newly expanded Opportunities Industrialization Center job program provide illustrations of how democracy can operate within the context of a legal service program, a medical service program, a child development Head Start program, and a job training program.

In Houston, each neighborhood law office is subject to the control of a neighborhood council composed entirely of representatives of the poor. That control is not nominal. It extends even to the right to fire the lawyer for unsatisfactory or unresponsive performance (a right, incidentally, which every paying client has with his private attorney.) Furthermore, the overall direction of the program will be determined centrally by a committee composed of neighborhood council representatives and neighborhood lawyers (subject to neighborhood control) who will make the decisions on priorities, overall program direction, and allocation of resources among competing needs. Finally, there is special provision for an attorney whose sole job is to review the complaints of clients and prospective clients against the legal services program for refusing to take their case. His decision is final, and he cannot be penalized for siding with the client. That partnership between the poor and Justice is what the rule of law must come to mean in a democracy.

In the heart of Watts, a neighborhood health center will open shortly—built in large part of the people of Watts, controlled significantly by the people of Watts, and largely staffed by the people of Watts. We are paying the additional cost of a new form of partnership—a system of "Tandem Training" where the technicians and professionals will be paired with local residents to equip them with the skills necessary to provide care and to qualify for the professional and semi-professional jobs in this clinic. The people of Watts—and increasingly, the poor across this nation—want no structure or service built and manned and controlled entirely by outsiders.

In New York City, the Institute of Developmental Studies at New York University has created positions—within the public school system—for community aides who are parents of impoverished children in Head Start and Kindergarten. They know at first hand the difficulties, the fears, and the hesitation of other parents. They act not just as intermediaries between the school and the community—but as advocates for the child and the parent—to insure that parents with a question or a concern or a grievance are not intimidated by a cold reception, long waits, and bureaucratic treatment. As insiders, knowing the system from within and being instantly on hand, they can see to it that the paper work concerns, the institutional concerns and the professional concerns of the principal, and administration, and the teachers do not overwhelm demands which may seem trivial or bothersome but which to a child or a parent are likely to be of all consuming and urgent importance.

OEO, along with the Department of Labor and the Department of Health, Education, and Welfare, has just announced an expansion to eight other cities of the successful Philadelphia job training program. Comprehensive manpower centers will be patterned after that city's Opportunities Industrialization Center (OIC) developed by Reverend Leon Sullivan.

Operating with the motto "We Help Ourselves," the OIC program seeks to give men and women previously considered unemployable, frequently illiterate, too often dismissed as "unmotivated," an opportunity for total involvement and commitment to training and self-advancement. "Self-help" is furthered by example and by success. Graduates of the program are given opportunities both for further personal advance and for contributions to the program itself. The en-