

have a great admiration for them, and I know them personally. In fact, the head of the Extension Service was on our board and very, very active in it. Yet they had great difficulty operating this program. It just didn't take. They were beginning to overcome it. They realized they were in trouble. They sent a sociologist down to work with people trying to do this. Essentially in this case it came about from the fact that there is a difference between doing things to people, and doing things for people, and doing things with people.

Mr. DELLENBACK. You feel this deep apprehension that the Federal agency which was set up to deal with problems of health, education, and welfare has become so rigid, so ossified that it is unable to do the task for which it was established?

Mr. DAY. I know that this is so with the Labor Department, the Employment Service, the Extension Service.

Mr. DELLENBACK. Which is essentially State.

Mr. DAY. They have great difficulties. I am not too well acquainted with HEW. I do recognize this. That no matter how understanding the head of the agency may be, by the time they get all the way down to where it is on the working level, you have many, many minds to change.

Mr. DELLENBACK. So your feeling in connection with HEW is based less on dealings with HEW than on carrying over the analogy in dealing with other old line agencies?

Mr. DAY. We are working with a new concept. People don't change their minds quickly, and people in established agencies are people.

Mr. DELLENBACK. Mr. Flanders?

Mr. FLANDERS. I would like to preface my remarks by saying that these are personal feelings and not necessarily the feelings of the Board of Directors or the director of the agency. I think if this is true, that they have become so ossified, that they can no longer become an aggressive and full partner in the raising of the levels of economic opportunity for all people, perhaps we should give them a spur under the saddle and make it become a vibrant, going organization.

I think this Office of Economic Opportunity, if it were to lose the initial enthusiasm of the local people and also the enthusiasm of the staff by becoming ossified, we are going to defeat the whole program. But I don't feel in my own mind justified in saying that we have to forever be in a separate state where we cannot work together and harmoniously, and, after all, our goal is to eliminate poverty and every one of these agencies had better have the same activities in mind or else you are going to—

Mr. DELLENBACK. I think what you say is very sound.

Mr. DAY. May I add something, Mr. Dellenback?

Mr. DELLENBACK. Yes.

Mr. DAY. I hope that we work ourselves out of a job in this, that eventually the time will come when OEO and our local agencies and so on can disappear and the old line agencies should take over what remnants of this should be continued. But I fear that if you put it into the establishment of old line agencies, that it will become such an integral part of their operation that we will never get rid of it.

Mr. DELLENBACK. I wish there were time to go on further with this. I personally have an apprehension that the march of Government is