

urged by a labor leader. More training in job skills—and more job procurement—were supported by several respondents. A union official wants more emphasis on education—"the whole program is too skimpy." A lawyer would like to see more experimentation. This respondent also urges greater local control of how antipoverty funds are spent. "For example, twice the money was set aside for Legal Services as the Bar Association recommended. The programs are greatly affected by Federal controls, congressional appropriations, and so forth."

Public relations is a weak point in the program in the eyes of several of the community leaders. An elected official declared that CAC had made tactical errors and "should handle its public relations with more sophistication." A colleague agrees: "CAC should cultivate the press . . . and make more meaningful and concise response to criticisms." And he urges that "the programs should be projected in more meaningful terms. Lack of this has been a great shortcoming of the agency." A labor leader suggests that CAC should use publicity to gain more acceptance of racial and social differences in the community and to emphasize racial integration in housing.

A businessman noted that press reports had given CAC unfavorable publicity. "In newspaper stories about CAC Board meetings, arguments over a new public relations program crowded out the approval of important programs."

This respondent sees need for "a comprehensive public relations effort, through all media, to make the average citizen of Cincinnati aware of the needs of the poor—which he isn't now." He also suggests a stepped-up effort to have people visit the poverty pockets, see how the poor live, learn about their problems. "Not 4 out of a 100 Cincinnatians—outside of the poor themselves—are familiar with the needs of people in these poverty areas." This is a big problem, a moral responsibility of the community, he declared—"People in the suburbs just drive in and out on the expressways and never see where the poor live."

A labor leader urges another type of information project—"a clearing house of information about the programs." He explained, "You should be able to find out what's going on by visiting just one place, instead of having to go through a maze of doors and be passed along from person to person—frequently by receptionists who don't know very much about the programs. Information must be accessible to the community." He does not believe that CAC is equipped to carry out this function.

Better evaluation is another need brought up in several interviews. "One thing that bugs me," a businessman declared, "is the difficulty of measuring progress. Perhaps it's because we're dealing with people. There was an evaluation committee when CAC started, but it never functioned. Maybe it can't be done—or at least not except over the long-term." What he would like, he went on, "is to have social scientists from the universities and planners from industry working together at finding a way to measure results to evaluate. This is becoming particularly necessary as OEO withdraws and local people must decide which programs to keep." A school official declared emphatically: "Before any changes are suggested there should be a complete analysis of needs, using both professionals and nonprofessionals, people from the community at large and from the poverty areas. This should set priorities for setting up new programs and eliminating old ones. This study would provide a breathing space for the programs."

A top union official suggested other research studies. "There should be more job surveys to find out what skills are really in demand, so that we can match training programs to jobs. Take beauticians, for example—when does a community become saturated with beauty shops? Small shops don't give their workers decent pay, so there's a tendency for girls to open their own—and a tendency for them to go bankrupt. Training a person in the skills for a specific job is not the same as teaching a person how to run a business."

The respondent developed his point further: "That's why the supporting services offered by the social agencies should be enlarged. It's not enough just to give a man job skills. When he makes a paycheck he's likely to overspend, get his wages garnisheed. He doesn't understand the situation." The union official emphasized his conclusion: "Preparation for metropolitan living is as important as job skills for these people, and is greatly needed."

A major critic of CAC is an elected official—in private life a businessman—who was one of the founders of the Community Action Commission. He admits that it has useful achievements to its credit yet believes there were basic weaknesses in the agency's approach. His ambivalent relationship to the agency is reflected in the fact that he was listed by various respondents both as one