

of Welfare doesn't think he is an obstacle but I do." The respondent ascribes this hostility to the fact that "OEO has irritated the Welfare Department by organizing its clients."

Community leaders split sharply in their assessment. About three-fourths of these respondents describe welfare officials as friendly to CAC and responsive to its needs. A school official reports that this group "like some aspects of the OEO programs but dislikes others. CAC's grass-roots operations have stirred up problems for them."

A labor leader sees a change in attitudes: "The welfare people were an obstacle at the start but are now giving grudging support." He added that the Welfare Department had been annoyed with CAC for hiring away some of its best staff members. (The respondent noted that those left apparently tried harder and did a better job.)

A journalist said the Welfare Commissioner had frequently been at odds with CAC. "He thinks they are doing too much dreaming and spending money unwisely." A civil rights leader sees a different situation. "The commissioner is about to retire—and in the meantime he's not going to change the status quo."

A substantial minority describes the reaction of the Public Welfare Department as passive or hostile. The Department was "initially angered and insulted by the undiplomatic entrance of OEO into the community, although OEO has had a positive influence on it," according to a welfare agency official.

(Clermont County Welfare officials are said by a CAP official to be real spark plugs. "CAC is in the same building as the Welfare Director and has friendly relations.")

A senior CAC official declared that Cincinnati's Social Welfare Agencies had been major supporters of the programs, with the Neighborhood Houses and Health and Welfare Council particularly active. At the beginning, CAC had followed a blueprint prepared by a Cincinnati Civic Association task force. The CAP agency, he emphasized, was not using "Alinsky tactics," but was working with those sections of the establishment that were able to contribute to the programs. For example, three old-line settlement houses, Legal Aid, and the YMCA were among organizations funded by OEO. New agencies were started only where none existed—or where the existing ones were not worth working with.

Community leaders also see the social welfare agencies as extremely friendly to CAC—one of the most cooperative groups in the community. Half of the respondents feel that the agencies have sparked the OEO programs.

None view them as opposed, although some report a mixed response, with some agencies taking the lead in working with the programs while others dragged their feet.

A journalist said that "The agencies go along with the CAC program completely—the only group except for the schools to give wholehearted support. The agencies dominate the antipoverty effort."

A civil rights leader describes the agencies as "enthusiastic in support of the program. It's meant money and has been a lifesaver to them."

An education official outlines the relationship between CAC and the agencies: "The agencies have tied their operations into those of OEO. In the beginning the agencies provided the leadership and did much of the original staff work for the first projects. Later when CAC got its own staff the agencies bowed out. The Community Chest has now contracted to provide OEO with the assistance of its research people."

One elected official agrees with the majority view. "OEO has been operating through the existing agencies so the level of support has been good." But a colleague has an entirely different opinion: "OEO has generally taken the position that existing social welfare people didn't do the job and never would. This has been resented."

(Clermont County's voluntary agencies are also described as highly cooperative—the member agencies work on the CAC committees that are the main strength of CAC.)

Labor organizations also are rated as friendly to CAC and its programs in interviews with both the agency staff and community leaders. It quickly becomes clear, however, that to an unusual extent this opinion is based on the activities of one man. As a CAC executive explained, Al Bilik, when President of the Cincinnati AFL-CIO Council, had played a major role in the original establishment of the Community Action Commission. (Since then he left for a labor union post in Washington and has just returned.) Otherwise, this respondent considers the attitudes of the city's labor to be uninspired. None of