

"What we have said thus far suggests that we must increase the willingness and ability of local residents to participate in the social and political life of their community. Participation by adults in decision making matters that affect their interests, increase their sense of identification with the community and the larger social order. People who identify with their neighborhood and share common values are more likely to control juvenile misbehavior. A well integrated community can provide learning experiences for adults and interpreters of community life for the young. In short, there is an inverse relationship between community integration and the rates of juvenile misbehavior."

(See Also: "Community Integration and the Social Control of Delinquency," *Journal of Social Issues*, Vol. 14, No. 3 (1958) pp 38-51—W. G. Mather, "Income and Social Participation," *American Sociological Review*, Vol. 6, No. 3 (June, 1947)—Morris Axelrod, "Urban Structure and Social Participation", *American Sociological Review*, Vol. 21, No. 1 (Feb., 1956) pp 13-18)

The Programs which the UCC will administer and sub-contract are not to be perceived as separate entities. These are viewed rather as interrelated programs designed to bring about specific social and economic changes in the City of Newark. Services, for instance, are perceived as vehicles through which citizens will express concern for the problems, the tools, techniques and skills required to overcome them, and in the process become full participants in an expanding democratic process.

This, as the United Community Corporation views it, is a comprehensive, coordinated approach to the problems that create poverty and their effects, recognizing the fact that people in the ghetto have no power and cannot achieve unless the programs developed lead to securing such power and result in involvement in improving life in the community.

How then does one achieve this participation, stimulation around concerns, and direct action; or, as the Economic Opportunity Act puts it: "... maximum feasible participation of the poor ..."

The law itself calls for involvement in the development, conduct and administration of community action programs, and in terms of the Newark program, *develop* means program planning; *conduct* means implementation and possible employment opportunities; and *administered* implies involvement of those to be served on the policy level of such programs.

The dimensions of this involvement of the poor, we begin to see, transcends the usual argument of how many will sit on a governing board of trustees. The concept of this total thrust reflects an attempt to secure for the impoverished full participation on all levels of the process that determine how their needs can best be met. In fact, the Economic Opportunity Act funds are allocated to the poor—CAP agencies and staff, therefore, are the custodians of the monies of the poor. It is their money and the determination of its use should reside within a body in which they are more than adequately represented.

The essence and foundation, therefore, of Newark's anti-poverty drive is the concept of involvement of those to be served either by expanded programs developed by established agencies or programs set up by newly created groups or agencies.

The Area Boards are essential building blocks in this process. Each of the nine boards, covering the entire City of Newark, from border to border, will focus attention on community action to meet both local and city-wide needs, and hasten movement away from mere dependence on traditional social services.

In this regard it should be noted that we envision the War on Poverty in Newark as a total city-wide effort, recognizing that some sections of the city have more poverty than others. There still remain pockets of poverty, or persons on the fringe of poverty, even in the more fortunate sections of the city. It is not indispensable that the entire area to be served by an Area Board be a poverty stricken area. The Federal Area Redevelopment Administration similarly treated the City of Newark as an entity when it declared Newark a depressed area, thereby making ARA funds available to the City.

In the Area Board Concept is the mechanism for involvement of the citizenry of the community, residents of every area should be encouraged to participate in the development of the Area Boards. The Area Board will provide the mechanism through which all citizens may participate in the rebuilding of the city.

While they are independent and free to establish their own programs, without interference from the UCC, the Area Boards rely on paid staff, generally persons who reside within the Area Board boundaries. The size of staff organiza-