

Implicit in this, however, is the possibility that proposals submitted for review may be rejected by the local Poverty Board. Such rejection may not be justified. NFS, therefore, endorses an effective grievance and appeals machinery which permits and encourages the applicant to submit its rejected proposals directly to the regional and finally to the National OEO for review.

Projects so approved by regional or national OEO should not be subject to local veto.

ROLE OF THE LOCAL CAP

NFS believes that the local CAP should receive and assess applications from delegate agencies. It should make sure that such plans include:

- (a) Effective organization of the residents of the target neighborhood.
- (b) On-site availability in that neighborhood of the wide range of education, employment, legal aid, health and welfare services.

Both of these are interrelated and each is essential to the success of the other. A key instrument for establishing these functions is the neighborhood service center, a replication of the relevant, vibrant settlement house and neighborhood center.

However, NFS believes that the local CAP should not, itself, ordinarily undertake to administer and operate anti-poverty services. Its most effective role is in negotiating and facilitating the development of community instruments involving the residents of the target areas and existing agencies. For the long haul, it destroys its own effectiveness in this role if it becomes a competitor for the new resources available through federal funding. It should, instead, serve as a "third force."

There exist in many local communities voluntary agencies, including settlements and neighborhood centers, which are equipped to serve as the appropriate delegate agency for the conduct of neighborhood service centers.

Such agencies are often already established in target neighborhoods and have skill in establishing outpost and satellite operations. They are equipped to help residents achieve maximum feasible participation. Such voluntary agencies also have a better chance of achieving the kind of agency cooperation and inter-program coordination needed for multi-discipline, multi-agency, neighborhood operations.

There exist many examples of effective use of existing voluntary agencies by the local CAP. In Cincinnati, the Greater Cincinnati Federation of Settlements and Neighborhood Centers develops and operates, through its existing member houses and through newly established neighborhood councils in heretofore unserved neighborhoods, a network of multi-service neighborhood centers in three counties in two states. These programs are under constant review and assessment by the local CAP staff. Voluntary agencies have long since demonstrated a high capacity to perform these functions well. Further, they have assured meaningful participation by residents of the target neighborhoods, consumers of these anti-poverty services, both as employees and volunteers as well as in policy-making bodies such as Boards of Directors and committees.

This experience of successful delegation to our member houses and other voluntary agencies is replicated in New Orleans, Houston, Detroit, Pittsburgh, St. Louis, Chicago, New York City, Los Angeles and many another.

Such continued involvement of local voluntary agencies, as autonomous contractors responsible to CAP and OEO for executing their contracts in good faith would help to assure the effective utilization of all local resources in the War on Poverty.

The reasonableness of this approach has been demonstrated by OEO itself, in its contracts with the YWCA for Job Corps centers for girls, with universities and our NFS Training Center for research and for the training of VISTA enrollees.

It may be necessary for the CAP to undertake responsibility for direct operations in certain areas where voluntary and public agencies are not available, such as in some rural counties. But even here, we suggest, past experience dictates the creation by it of new corporate bodies, independent from the CAP, for the administration and operation of programs and services.

This would preserve for the CAP its principal roles as described above.

OEO IN PERSPECTIVE

During its relatively short life, and despite its handicaps of inadequate financial resources and constant harassment, the OEO has made a tremendous impact on our communities, its institutions and the life chances of the poor citizen.