

plished so much so fast. The accomplishments are even more remarkable when one realizes that many of the targets of the outreach effort have been either ignored, or at best casually handled, by most of the traditional service organizations.

It is true that outreach efforts have concentrated on the upper levels of the poverty group (the respectable poor) because they are the easiest to reach, the most likely to respond favorably, and because the alternatives of attempting to reach the "problematic poor" can be extremely difficult and frustrating, especially for the typical outreach worker who is generally a member of the "respectable poor." Even though the easier road may seem to have been chosen in most cases, it has not been an easy road, and the numbers and types of persons reached do constitute an encouraging beginning.

The present organizational arrangements of the neighborhood centers present some problems as well as a generally favorable outlook. In some cities, extremely large centers have assumed an institutional quality which is unattractive to the clientele. In some cases, local outreach workers have grown away from their own neighbors and can no longer perform effectively. In some cases the struggles between the centers and the traditional agencies have been so abrasive and demanding that little effort is left over for reaching the poor. In some cases, the newly-created clientele were not satisfied with their relationship to the center and slipped away. This last factor is rather complex and has been discussed more fully in other sections. Needless to say, the outreach is of little avail if the persons contacted do not find some satisfactions in their subsequent encounters with the center.

#### *Evaluation*

Neighborhood centers that have close ties with other local groups, that involve local people in the organization and operation of programs, and that have an active outreach effort, appear to be making a significant beginning in reaching at least one strata of the poverty group. Although improvements are possible, it is clear that the concept, organization and operation of the centers are quite appropriate for an effective outreach program. Indeed, it is difficult to envision a basically different organizational and operating arrangement that is likely to be more successful.

#### INTEGRATION

#### *Discussion*

Each community has a variety of public and private organizations concerned with providing services or assistance of some type to a clientele. One of the purposes of the neighborhood center is to insure that the clientele of these organizations is defined to include the poor. Another purpose is to act as a catalyst or focal point for the organization of all resources for the poor. This latter role implies that pre-existing organizations will function in such a way as to contribute to a joint or collective effort in eliminating poverty and its causes. It implies that there must be substantial changes in previous modes of operation because poverty has in the past been relatively unaffected by these organizations.

This project was not designed to study the policies and programs of "traditional" public agencies and private groups concerned with social services, but a few broad comments are appropriate at this time. These organizations, operated largely by professionals, have had great difficulty in coordinating their activities despite frequent efforts to do so. Differences in outlook, type of service, internal organization and professional background have often militated against effective joint efforts. The integrated efforts that appear to have been most successful have focused on "case" coordination and have involved a very considerable devotion of time and effort to provide across-the-board but intensive help for families. Integrated efforts of large organizations dealing with particular neighborhoods, types of clientele or problems have been rare and not often successful.

The neighborhood center introduced a number of new factors into the situation. First, there was emphasis on reaching and serving the poor, a group inadequately served by other organizations for a variety of reasons. Second, a new organization was created with its own values and its own internal problems, and this organization presumed to suggest and in some cases demand radical changes in the pre-existing agencies. Third, there was money available, very often in considerable amounts, to be utilized for services that might help the poor. It is now possible to determine in some measure the results of combining these factors.

There is evidence that the activities and attitudes of many agencies, private and public, have changed significantly in the past two years. The evidence sug-