

pressed a desire to see some type of additional training program put into operation.

Though acceptable to clients, the service emphasis of the program is by no means receiving universal approval throughout the poor areas. There are those in direct disagreement with this idea who feel that the poor are not allowed to have enough control over the program through boards and committees; they feel that concerted action is still the most effective method of addressing their grievances and getting immediate results. The complaints of this group are largely directed against the poverty program itself and against those in control of it in the city. Demonstrations planned by these people have never been carried out, however, and CAA officials view the failure of the demonstrations as an indication of popular acceptance of the poverty program.

In the view of one of the Center professionals, it is necessary to continue to meet the needs of the people through services and avert any planned demonstrations before they begin in order to "keep the area from becoming a miniature Viet Nam."

17. Participation of the Poor (Center I and Sub-Center II)

Maximum feasible participation of the poor appears to have been reached only in the roles of employees and clients. During our research, the Center was constantly alive with clients. Of the various clients interviewed both formally and informally, all but one seemed to feel that the Center had been helpful in solutions to their specific problems. Participation through block clubs, church groups and senior citizens' groups is noteworthy. Perhaps the greatest achievement in this area is the hiring of so many employees throughout the CAA and Center programs.

The one "sore spot" in the realm of maximum feasible participation lies with the Area Advisory Committee. The poor feel that they should have more power in determining the Center's programs, activities, and staff selection, and their strong desire to gain greater influence in the program has almost resulted in demonstrations.

The lack of influence of the poor on the CAA Council was cited by some of the poor of this group. They noted the practice of holding these meetings during daytime hours when many of the poor were working. They felt that this unfair practice was serving to eliminate their participation in the program as they were unable to take a day off work to attend meetings without loss of pay. Thus, it appears that one of the major difficulties in the poverty program in this city is the absence of a clear-cut definition of and agreement on the role of the poor in the policy-making functions.

CENTER "M"

1. History and Origins

The concept of a multi-purpose agency was generated in the community about two years ago by the Director of the County Health and Welfare Board. His position afforded him a vantage point from which to see the need for coordination and outreach of the numerous existing services for the poor. With the assistance of a United States Congressman from the district, the Welfare Director promoted his idea among leading citizens of the community and among a group of welfare agency personnel. A group of about 17 interested persons formulated definite plans for the project and submitted them to the OEO for its approval. Approval and funds were officially allocated in May of 1965, and the small group of citizens officially became the CAA Board. A central office was set up for CAA operations and by July, 1965 three Neighborhood Service Centers had been opened.

2. Relationships With Other Organizations

The unique aspect of the Center program in this community is its sponsoring organization, namely the Health and Welfare Board which generated the program. The Board has enjoyed the privileges, the status, and the relationships of long establishment in the community, and the Centers have fallen heir to these conditions. Inter-agency cooperation is strengthened by the dispersion of OEO activities throughout various organizations in the community. For example, the Board of Education sponsors Remedial Education, Head Start and the NYC for in-school youth; Public Welfare sponsors Operation Hopeful for ADC mothers; the Family Service Agency sponsors the Foster Grandparents program; certain city departments were designated to sponsor component programs for the NYC and a year-round pre-school program. All component programs of the OEO ex-