

THE KNOX COUNTY ECONOMIC OPPORTUNITY
COUNCIL ANTI-POVERTY ARTS AND CRAFTS
STORE PROJECT

UNIT 10

OTTIS MURPHY

August, 1968

C O M M U N I T Y A C T I O N I N A P P A L A C H I A

An Appraisal of the "War on Poverty"
in a Rural Setting of Southeastern Kentucky

(Report of a study by an interdisciplinary team of the University of Kentucky, performed under Contract #693 between the University of Kentucky Research Foundation and the Office of Economic Opportunity, 1965-1968)

UNIT 10

THE KNOX COUNTY ECONOMIC OPPORTUNITY
COUNCIL ANTI-POVERTY ARTS AND CRAFTS
STORE PROJECT

(A Case Study)

by

Ottis Murphy

Contents of Entire Report:

COMMUNITY ACTION IN APPALACHIA

This is one unit of a report which includes the following units, each separately bound as is this one:

Unit 1--Paul Street, Introduction and Synthesis

Quality of Life in Rural Poverty Areas

Unit 2--Lowndes F. Stephens, Economic Progress in an Appalachian County: The Relationship Between Economic and Social Change

Unit 3--Stephen R. Cain, A Selective Description of a Knox County Mountain Neighborhood

Unit 4--James W. Gladden, Family Life Styles. Social Participation and Socio-Cultural Change

Change and Impacts of Community Action

Unit 5--Herbert Hirsch, Poverty, Participation, and Political Socialization: A Study of the Relationship Between Participation in the Community Action Program and the Political Socialization of the Appalachian Child.

Unit 6--Morris K. Caudill, The Youth Development Program

Unit 7--Lewis Donohew and B. Krishna Singh, Modernization of Life Styles

Unit 8--Willis A. Sutton, Jr., Leadership and Community Relations

Unit 9--Ottis Murphy and Paul Street, The "Image" of the Knox County Community Action Program

Specific Community Action Programs

Unit 10--Ottis Murphy, The Knox County Economic Opportunity Anti-Poverty Arts and Crafts Store Project

Unit 11--Paul Street and Linda Tomes, The Early Childhood Program

Unit 12--Paul Street, The Health Education Program

Unit 13--Thomas P. Field, Wilford Bladen, and Eurtis Webb, Recent Home Construction in Two Appalachian Counties

* Spec. Coll. 4181 gift Architecture Library

ABSTRACT

THE KNOX COUNTY ECONOMIC OPPORTUNITY
COUNCIL ANTI-POVERTY ARTS AND CRAFTS
STORE PROJECT

(A Case Study)

by

Ottis Murphy

This report resulted from direct observations by the writer of a vigorous attempt by the people of Knox County to work together to reach an objective--in this case, an arts and crafts store for displaying and selling articles made by the citizens of the area.

The observer views this project as an actual effort, with some degree of success, at genuine community action initiated by OEO-CAP--with all levels of the population represented in some way in the effort. Since the observer is not aware of another project such as this being promoted by Knox County CAP, this report is being presented as a case study.

The Arts and Crafts Store project is viewed as one of the most successful examples of involvement of all socio-economic levels working together in Knox County to attain a goal.

It must be pointed out, however, that there are forces within the political, kinship, economic, and social structures of the Knox County population which serve to obstruct this type of approach--ones which produce factionalism. It is perceived that factionalism

is so deeply rooted that it may be expected to endure and remain a variable in solving poverty problems of this area in the foreseeable future.

In brief, factionalism usually becomes evident whenever one faction promotes or endorses a project. It appears the opposing faction immediately begins searching for ways to either obstruct the project or to gain whatever credit may be derived from it. As this system usually works, one faction usually does most of the initiating, promoting, or endorsing and the other faction is forced to play the role of attempting to impede progress. This appeared to be the situation during the development and promotion of the Arts and Crafts Store project; i.e., other subjects were often introduced for consideration which may have been worthy but were not directly related to the project itself.

In this case, the group that initiated and promoted the project were able to hold together and work together until the store became a reality. The first objective--the building--has been reached but it remains to be seen whether this project will have an economic impact on the poverty situation in Knox County. The greater impact may very well be the experience and success the people had in working together and reaching a goal.

ACKNOWLEDGMENTS

The writer wishes to acknowledge his sincere appreciation to the Knox County CAP staff for the valuable assistance rendered in collecting information for this report.

He is especially indebted to Miss Jemima Gee and Mr. Thomas Morse for providing a transcript of the ground-breaking ceremonies for the Knox County Anti-Poverty Arts and Crafts Store.

CONTENTS

	Page
ACKNOWLEDGMENTS	ii
BACKGROUND DISCUSSION	1-4
NARRATIVE OF PROJECT	4-9
CONCLUSIONS	29-30
APPENDIX	31-60

THE KNOX COUNTY ECONOMIC OPPORTUNITY
COUNCIL ANTI-POVERTY ARTS AND CRAFTS
STORE PROJECT

(A Case Study)*

by

Ottis Murphy

There are three separate basic approaches (models) to "waging the war on poverty." Each model sets forth the cause of poverty and the best course to follow to win the "war". Briefly summarized those three causes and proper approaches are:

- 1) Poor people are poor mainly because they do not have the basic habits and education which will permit them to do good work and therefore hold reasonably good jobs. What is needed, then, is to provide them with basic education and training.
- 2) Poor people are poor mainly because they do not feel themselves worthy and they have almost no experience with using their influence to get what they need from people in authority. What is needed is to get them to organize themselves and win some dramatic victories as a group so they will learn they are worthy and can exert influence.

*As tempting as it may be to use actual names of individuals involved in this study, this will not be done, since there was a general commitment on the part of the evaluation team to treat with the sources of all data collected as anonymously as possible--thus avoiding the possibility of exposing the source of any confidential information. Names which appear in minutes and documents which are a matter of public record will be allowed to stand as recorded.

- 3) Poor people are poor mainly because the way they and others have usually thought about their problems prevents all of them from seeing any steps that can be taken to improve things. What is needed, then, is to get all the population, including all socio-economic levels, to develop a new cooperative way of working so that what each can do about needs people themselves feel are important is not only recognized, but mutually supported.

Street discusses these three models in more detail in Unit I of this evaluation report.

This report of a case study is the result of direct observation by the writer of a vigorous attempt by the people of Knox County to all work together (model 3) to reach an objective.

Often times it is difficult, if not impossible, to discover where or with whom an idea actually originated; therefore, it is not the purpose of this report to attempt to pin-point the origin of the idea for the Knox County Economic Opportunity Council Anti-Poverty Arts and Crafts Store, but rather to relate briefly the chain of events as they occurred in the development of this project--from the time it was officially started February 5, 1968 through July 29 of that year.

This observer views the Arts and Crafts Store project as an actual effort, with some degree of success, at genuine community action in Knox County--with all levels of the population represented in some way in the effort. Since this observer is not aware of another project quite like this one, this report is being made as a case study

of a Model 3 approach to the "war on poverty" (all socio-economic levels working together in a cooperative way to solve a problem). In other words, the Arts and Crafts Store project is viewed as one of the most successful examples of this kind of involvement in Knox County. Even though this project is so viewed, it must be pointed out that according to the views of this observer, there are forces within the native political, kinship, economic, and social structure of the Knox County population that serve to obstruct this type of approach--factionalism which was already well entrenched in the county prior to the coming of the Knox County Economic Opportunity Council and which, due to its deep-rooted nature, may be expected to endure and remain a consideration in such an approach within the foreseeable future.

In brief, this factionalism generally becomes evident whenever one faction promotes or endorses a project. The opposing faction immediately begins searching for ways to either obstruct the project (ridicule, spreading false rumors, and non-cooperation are devices used frequently) or to gain whatever credit which may be derived from it. As this system usually works out, one faction does most of the initiating, promoting, and endorsing and the other faction finds itself forced into the role of attempting to obstruct the project. In either case, the leaders of opposing factions appear to be very much aware that if leaders are actually leaders there must be followers, and so they appear to vie for leadership of the followers--each faction with some degree of success--and factionalism appears to live on.

First, it might be of help to point out as background information that a new presiding officer was elected to chair the Knox County Association of Local Action Groups (Neighborhood Councils) at the

January 1968 regular meeting. This individual replaced one whose term as presiding officer had expired (the presiding officer serves in this capacity for one year but may be re-elected) and presided over the Association meeting the night of February 5, 1968.

Narrative of Project

As soon as the new presiding officer called the meeting to order, it was apparent a definite order of business had been prepared. After the minutes of the January meeting were read and approved, the presiding officer asked the CAP Director of Knox County to come forward and take five to ten minutes to explain the purposes of the Local Action Groups. The CAP Director responded to the invitation by explaining how he believed more attention should be given by the Association members to "identifying problems and planning their solution"--not in "quarreling or bickering" with each other. He stated further that he would like to see the members of the Association become active in helping plan and carrying out some programs and in making suggestions to the Knox County Economic Opportunity Council Board of Directors. He concluded his remarks by stating that he hoped the Association would "do something constructive" during the coming year so that Knox County might have "some lasting benefits" should OEO-CAP leave the county.

After the CAP Director had finished speaking, the presiding officer of the Association of Local Action Groups announced that if the members of the Association approved, a committee would be appointed to work with the CAP Director in planning some worthy projects for OEO-CAP to sponsor in Knox County. Accordingly, a motion was made and seconded by members of the Association of Local Action Groups that the presiding

officer be authorized to appoint such a committee. The motion passed without opposition and the presiding officer appointed five members to serve on this committee.

Next, the presiding officer asked the CAP Director when it would be convenient for him to meet with this committee and a meeting was scheduled for Monday, February 26, at 7:30 P.M. The CAP Director stated that he would notify each of the committee members again by mail of the meeting time. The minutes of the Knox County Association of Local Action Groups meeting held February 5, 1968 states:

The meeting was called to order by Mrs. Rahma Jackson, Chairwoman. Mrs. Jackson called on Rev. H. B. Harris to lead the group in prayer. There were twenty-three (23) members present; minutes of January 2, 1968 meeting were read. Mr. Grant Helton made the motion that the minutes of January 2, 1968, be accepted as read, motion seconded by F. Allen Messer. There were no reports from committees; Mrs. Jackson asked if there was any unfinished business-- there was no unfinished business.

Mrs. Jackson asked if there was any new business, there was no new business. Mrs. Jackson asked Mr. West to outline the duties of the local action group. Mr. West spoke for about five minutes on the Association's duties, and explained that the Association was to help make, plan, and carry out programs for the coming year; and to make suggestions to the Board of Directors.

Mr. West, also, explained the different efforts that he has been making in trying to bring employment to the county. Mr. West explained progress that is being made by the Cannon Industries.

Mr. West stated that he hopes the Local Action Group will help solve some of the problems and do something constructive in the coming year, so the community will have something lasting when OEO leaves the county.

Mr. Jackson asked for a motion to be made for a committee to be appointed to work with Mr. West in making plans for the year--Motion made by Chester Bargo, seconded by Mable King. Mrs. Jackson appointed Walter Blanton, Chester Bargo, to the committee.

Mr. West decided to set the meeting for Monday the 26th of February at 7:30 P.M. in his office; and stated that notices would be mailed to the committee prior to the meeting date.

The "New Programs" Committee met with the CAP Director as scheduled and decided a worthy project for the Knox County OEO to sponsor would be an Arts and Crafts Store for Knox County. At the next Association meeting, March 4, 1968, the presiding officer asked the "New Programs" Committee for a report. The chairman of the committee suggested that the Presiding Officer explain the committee's recommendation to the group. Accordingly, it was explained that the committee had met with the CAP Director and a decision had been reached to recommend an Arts and Crafts Store Project to the Association. The minutes of the Association meeting of March 4, 1968 read:

The Association of Local Action Groups met March 4, 1968, at 7:30 P.M. in the Municipal Building in Barbourville.

The meeting was called to order by Mrs. Rahma Jackson, Chairwoman. Prayer was given by Mr. Grant Helton. The minutes of the last meeting were read by the secretary, Vonda Collins. A motion was made by Grant Helton to accept the minutes as read. Motion seconded by Matt Bargo. The minutes were approved as read.

The Chairwoman asked for a report from a committee appointed to come up with new programs. Mrs. Jackson presented the committee's recommendation that the Association of Local Action Groups propose to the Board of Directors that an Arts and Crafts Store be constructed. An Arts and Crafts Store, according to the committee's findings, would provide an outlet for handicraft articles currently being made in Knox County. Articles could be sold through such a store on a commission basis. The store would be staffed by local people. Mrs. Jackson emphasized the necessity of each Local Action Group in the county working diligently to bring such a store into being. Mrs. Jackson then asked Hollis West to further explain

the topics which had been discussed at the meeting of the New Programs Committee. Mr. West discussed the purpose of establishing an outlet for handicraft articles currently being made in the county and at the community centers. These articles could be sold through an Arts and Crafts Store on a commission basis. Workshops and/or training programs would be established throughout the county to provide both training and employment and to keep an arts and crafts store stocked.

An Arts and Crafts Store, stated Mr. West, must be a TOTAL Community Project. To construct, staff, and supply such a store would require the support of all agencies and groups in the county. The Local Action Groups, according to the committee's recommendation, must take the initiative in getting such a project underway. These groups must indicate their willingness to cooperate together and make a concentrated move to get other agencies and groups to help them get the store constructed and operating.

Mrs. Jackson stated that the group should indicate their intentions that an Arts and Crafts Store be constructed in the form of a resolution to the Board of Directors. Following discussion, Mr. Matt Bargo made a motion that a resolution be presented to the Board of Directors asking them to take decisive action in getting an Arts and Crafts Store established for Knox County. The motion was seconded by Grant Helton; Motion carried.

Mrs. Jackson led the discussion which followed. She emphasized the necessity for the group joining together as one body to get a program established which would provide employment for many Knox Countians.

Verlon Golden was recognized from the floor and suggested that all centers should have a county-wide pie supper to raise money for constructing the store. Mrs. Jackson stated that each center should take this up with their Local Action Group and make and report their suggestions to the composite group. Mrs. Loretta York, Chairwoman of the Rosenwald Local Action Group, was recognized from the floor and stated that the Rosenwald Local Action Group would donate 500 blocks for the construction of an Arts and Crafts Store. Representatives from other center areas were recognized and made commitments as follows: Kay Jay, 300 blocks; Flat Lick, will contribute; Barbourville, will contribute; Wilton, will take up matter with LAG; Messer will take up matter with center; Grove, will contribute logs; Ketchen will contribute; Bethel, will take up matter with LAG; Middlefork, will contribute logs; Fount, will consult with LAG; Grays, will take up matter with LAG.

Mr. West also discussed with the group the possibility of doing subcontracting work for a toy manufacturer in California. There is a possibility that sewing centers will be set up which will employ local residents to do this work.

It appears that prior to the next KCEOC Board of Directors meeting the idea of the Arts and Crafts Store Project may have been discussed on a personal basis with several members of the Board. In the meantime the local newspaper, the Barbourville Mountain Advocate, published the following article in the March 7, 1968 edition which served to attract attention to the movement.

Local Action Groups Approves Plan
Set Up to Display and Market
Local Products

A true mountaineer spirit prevailed at the Monday night meeting of the Association of Neighborhood Councils as the group passed a resolution to be presented to the Knox County Economic Opportunity Council's, Inc. Board of Directors asking them to take decisive action in establishing an Arts and Crafts Store for Knox County.

An Arts and Crafts Store, according to Hollis West, Executive Director of the KCEOC, will be a sales outlet for any interested Knox Countian to sell his wares on a percentage basis. This project would not only include an outlet for products currently being made in the county but would also be an outlet for articles produced in training workshops which will be established in the local communities. These workshops will result in the mass production of articles and provide both part and full-time employment for a number of individuals in the community.

Mr. West further stated that individuals in the community have indicated a willingness to contribute both time and money to make this total community project a success.

The KCEOC, is expected to establish local, state and national markets for products manufactured as a result of a comprehensive work program planned by the Knox County Economic Opportunity Council in conjunction with the Arts and Crafts Store.

Mrs. Rahma Jackson, Chairman of the Association of Neighborhood Councils, asked the group for specific suggestions and/or commitments for an Arts and Crafts Store. Mrs. Loretta York, Chairman of the Rosenwald Local Action Group Council, started the action at the meeting by announcing that the Rosenwald Local Action Group would donate 500 blocks for the construction of a building. A spontaneous commitment to supply logs, native stones, etc. was made by representatives of the Kay Jay, Bethel, Wilton, Barbourville, Messer, Middlefork, Fount, Jackson, Grove, Grays, Ketchen, Flat Lick, and Cannon communities.

The community action spirit which prevailed in this meeting could be a catalyst to begin to prepare the community for worthwhile projects developed by the total community in developing Knox County both economically and socially.

The group indicated that they anticipated that the Board of Directors of the Knox County Economic Opportunity Council would make a solid commitment to bring this project to fruition.

The KCEOC Board of Directors met March 18, 1968, and certainly someone must have prepared the way well for the Association's resolution, which had been drawn up by the Presiding Officer of the Association, for as an item of new business, the chairman of the Board of Directors called for the resolution from the Association to be presented. As the following part of the minutes of this board meeting will reveal, the resolution was received enthusiastically by the Board of Directors:

Resolution From LAG Concerning
Arts and Crafts Store

Chairman Lay called for the next item of business on the agenda. As a means of introduction, Mr. West addressed the members regarding the action taken at the Association of Neighborhood Councils meeting held on March 4, 1968. He reported that this group had formulated a resolution to be presented before the Board of Directors asking that an Arts and Crafts store be built.

Mrs. Rahma Jackson, Chairman of the Association of Neighborhood Councils, read the resolution which stated:

"We, the LAG of the Knox County Economic Opportunity Council, wish to present a resolution that the KCEOC Board of Directors endorse and support the LAG in soliciting the total support of this community to build an Arts and Crafts Store for the manufacture and marketing of local crafts. We feel that this is the kind of decisions that should be made by the LAG and the Board of Directors. Therefore, we are asking the Chairman of the Board of Directors to have the Board endorse this program and take the necessary steps to implement this program. We expect you as a Board to fully support this effort, with all available resources from this community."

(Signed)

Mrs. Rahma Jackson

Following the reading of the resolution, Chairman Lay asked the group for a motion to endorse and support the request as presented by Mrs. Jackson. Mr. W. C. Miracle made a motion that the Board endorse and support the resolution as presented; seconded by F. Allen Messer.

Mr. Ed. Bray was recognized from the floor. He introduced himself as a resident of the Kay Jay Community in Knox County and asked for permission to state his view about the poverty program. The following is a record of Mr. Bray's statements:

"Mr. Chairman, Ladies, and Gentlemen:

My name is Ed Bray. I am from the Kay Jay community. I would like to state my views about the poverty programs. First of all, I think the people of Knox County have the wrong idea about what the poverty program is all about. I believe that until, not only the poor people but also those who are more fortunate, leave their personal feelings out of it and work together, the program will not do any good.

I think that it is time that the poor and the merchants and local business people of Knox County worked together. I believe if the people of Knox County will make up their minds to all work for a bigger and better Knox County, then they will push forward.

At the last Association meeting most of the community centers pledged something toward building a novelty shop. So I think if the poor people of each community can give something by putting together their nickels and dimes and get this building started, it will help the people to better themselves. I think the merchants and business people of Barbourville and Knox County should face the facts and see they have an obligation to do their part. For you know, and so do I, if there is any money made in the surrounding communities that the merchants and business people of Knox County will get the most of it.

I personally believe if the people will make up their minds to work with the OEO Program then we will have a better Knox County.

So leave your personal and political feelings at home and all work together so you will make some headway."*

Following Mr. Bray's remarks, Mr. Owen Cottrell made a motion that these be made a part of the minutes of the meetings. The motion was seconded by Mr. Gregory and passed.

Mr. West then stated that the community as a whole had begun to do the kinds of things a Community Action Agency should do. He further stated that the program would work if the total community became involved. He reported that the Community Action Agency planned to establish workshops where arts and crafts to supply such a store could be made.

"I am hoping you will make this kind of commitment and help to establish not only an Arts and Crafts Store but a meaningful training program for the community," stated Mr. West.

*The gentleman who made the foregoing statements is lame--walks on two crutches--and once represented the poor as a member of the board of directors. He resigned in disgust, he says, because of the "bickering" which went on at meetings between the poor who were followers of different political factions within the county.

It was further reported that a location for the Arts and Crafts Store had been found. It was on the property of Bill Eppers, between the Rosenwald Community Center and the Pure Oil Gas station on Highway 25-E. The terms of a lease for said property were explained by Mr. West and R. A. Williams. These terms were: Mr. Eppers would lease the land to the Council free for a period of seven and a half (7½) years. After 7½ years the lease would be renewable and the rental cost would be \$125 per month. If any further time the Council did not maintain or renew the lease, the property and building would revert back to Mr. Eppers.

Discussion followed concerning the amount of money brought into the county through OEO. Mr. Cottrell asked for a detailed explanation of what the building would be like. Mr. Williams explained that the measurements would be 30' x 50' and that one side would be a display room and the other side a workshop where arts and crafts would be made.

Mr. West stated that he would like to see the building named the Knox County Anti-Poverty Arts and Crafts Shop and this was a project which he hoped everyone would push. He concluded his remarks by stating, "Let's not wait--let's get the building started now." This, he explained, is a "self-help" project.

Mr. Cottrell was recognized from the floor and asked the Chairman and Mr. West if OEO money would be available to help build the store. Mr. West stated that he did not want OEO money. Following the statement that no federal money would be available, Mr. Cottrell announced he would donate \$500 toward the construction of such a building.

Mrs. Mattie Rowland was recognized from the floor and stated that she would give \$300 toward the building.

Chairman Lay then asked the Board to give him and other officials authorization to negotiate for a lease of the property on which the store could be built.

Mr. Cottrell made a motion to authorize the proper officials to sign a lease with Bill Eppers for the land as set out in the lease which had been presented. Seconded by Mr. Gregory.

Chairman Lay asked if the lease could be read to the Board. R. A. Williams read the lease. In response to question regarding the proposed property, Mr. Williams stated that the land was approximately 150 feet in length, running parallel to Highway 25 and was 175 feet deep.

Mr. West stated the building would be a \$15,000 building but with donations of labor and materials the cost would be less than that amount.

Chairman Lay then asked that the motion made by Mr. Cottrell and seconded by Albert Gregory giving the proper officials authorization to sign the lease with W. J. (Bill) Etters for land as set out in the lease read by Mr. Williams, be voted on. The vote was taken and the motion carried.

Mr. Lay called for a motion for the Board to give him authorization to appoint a committee to work with the proper officials on the Arts and Crafts building. Matt Bargo made a motion that the Chairman be given authority to appoint a committee to do planning and solicitation for the Arts and Crafts building project. The motion was seconded by F. Allen Messer. Motion carried. Mr. Lay asked for volunteers from the Board. Mr. Hinkle and Mrs. Jackson volunteered. Mr. Cottrell stated he thought Mr. Helton would be a good one to be put on the committee. Mr. Lay asked Mr. Helton to serve on the committee. Mr. Helton declined and stated, "I am no good at beggin."

The Chairman then appointed Mr. Blair, Mr. John Dixon, and Mr. Owen Cottrell to be on the committee.

Mr. Tip Hinkle was recognized from the floor and announced that he would pledge \$100 toward the cost of constructing the Arts and Crafts Building.

Mr. Blair stated he felt the committee should have specifics to work from in obtaining support for the project. Mr. West stated that he had a list of materials needed for the project in his office.

KCEOC Workshops

The Chairman asked for a report on KCEOC Workshops. Mr. West called for the support of the group in establishing Manpower Training Workshops in the county. These workshops, according to Mr. West, will help to support the Arts and Crafts store and would provide opportunities for the development of new projects. He further stated that these shops would give the Council a place where cost analysis for future sub-contracts with private industries could be made. The KCEOC, according to Mr. West, has already developed \$120,000 of business to be produced by Cannon Industries.

The Council, Mr. West further stated, was currently bidding on a sewing contract for novelty toys for a private industry in California.

Mr. West stated that these are the kinds of small businesses that can be established to provide employment for Knox Countians. The Council, he stated, could provide the technical assistance and managerial know-how to help establish these businesses for the betterment of all citizens in the area. The plans would be to develop the contracts and then turn them over to the Local Action Groups in each community to run as non-profit businesses.

Following Mr. West's report, a motion was made by F. Allen Messer that the Board authorize the Executive Director to negotiate with Washington for funds to assist in establishing these workshops. The motion was seconded by Chester Abner and carried. A second motion to authorize the Executive Director to negotiate for a lease on a manpower training building was made by Harry Corey. The motion was seconded by F. Allen Messer. The vote was taken and carried.

Mr. Blair and Mr. Cottrell stated that this lease should compare in time span to the lease for the Arts and Crafts Building.

Prior to adjournment, Mr. Cottrell was recognized from the floor and stated that he had been working with the OEO since its beginning in this area and that the meeting had been the most cooperative and constructive one that he had attended from 1964 to the present. "The cooperative spirit at the meeting," stated Mr. Cottrell, "is the only thing in the world that can whip poverty."

A spirit of almost complete cooperativeness among all Knox County groups and interest appeared to have developed. It is the opinion of this observer that "togetherness" was more genuine and complete (on the surface, at least, but not necessarily behind the scenes) between March 18, and May 20, 1968 than for any other period of time since the beginning of the Knox County OEO-CAP. It appears that the editor of the Barbourville Mountain Advocate also shared this view, for he expressed this viewpoint by publishing the following article:

Unified KCEOC Action Promises
Growth for County

At the Monday night meeting of the Board of Directors of the Knox County Economic Opportunity Council, Inc., according to Chairman Jesse D. Lay, and Board Member, Owen Cottrell, "the most constructive and cooperative board meeting to be held since the establishment of the Community Action Agency in the county".

Speaking to a group of approximately two-hundred and fifty citizens present at the meeting, the Executive Director of the KCEOC, Hollis D. West, presented proposed projects and called for the "mobilization of all community resources to help establish employment and training opportunities for Knox Countians."

The local group attending the meeting included representatives of all segments of the County population. These representatives of the poor, county, and city government and other agencies and groups made a formal commitment to work together in a unified effort to establish more job opportunities for unemployed in Knox County.

Anti-Poverty Arts and Crafts Shop

Amid an exhibit of varied handicraft and industrial products currently being made in Knox County, a resolution to establish an Anti-Poverty Arts and Crafts Store as unanimously approved by the Board of Directors. The resolution, which had been prepared by the Association of Neighborhood Councils, was read by Mrs. Rahma Jackson, and stated: "We, the Local Action Groups of the Knox County Economic Opportunity Council wish to present a resolution that the KCEOC Board of Directors endorse and support the LAG in soliciting the total support to this community to build an Arts and Crafts Store for the manufacture and marketing of local crafts. We feel this project will benefit the total community. We further feel that this is the kind of decisions that should be made by the LAG and the Board of Directors: therefore, we are asking the Chairman of the Board of Directors to ask the members to endorse this program and take the necessary steps to implement it. We expect you as a Board to fully support this effort with all available resources from this community."

Mr. Ed Bray, a representative of the Local Action Group in the Kay Jay Community of Knox County, expressed the sentiments of the group when he stated: "I think that it is time that the poor, the merchants, and business people of Knox County make up their minds to work to-

gether for a bigger and better Knox County. If the poor people of Knox County can give something by putting together their nickles and dimes toward establishing an Arts and Crafts Store, I think the business people of the county should face the facts and see they have an obligation to support us in this project".

According to officials at the meeting, no government money would be appropriated for the building itself. It is up to the community itself to build such a store.

The optimism of those present for the meeting was further heightened when Mr. Owen Cottrell stated that he would contribute \$500 to help in the construction of an Arts and Crafts Shop which Mr. Cottrell stated, he "hoped would help to better the social and economic conditions for all citizens in Knox County". Mrs. Hattie Rowland announced she would contribute \$300, and Mr. Tip Hinkle stated he would donate \$100 to help in constructing the building. Several representatives of the different communities in the county had already made commitments to donate labor, money, and materials to help construct the building.

Following this action, a motion was made to give the proper officials the authorization to sign a lease for a section of property owned by Bill Etters on Highway 25-E on which the building will be constructed. Construction on the building, according to Mr. West, will begin in the immediate future.

Chairman Jesse D. Lay asked for volunteers and appointed board members to do planning and solicitation for construction of the Arts and Crafts Store. Committee members who volunteered or appointed were James Blair, Tip Hinkle, Mrs. Rahma Jackson, Mr. Owen Cottrell, and Mr. John Dixon.

The preliminary plans for the building, according to Mr. West, call for both a display room and workshop where some of the crafts to supply the store will be made.

"All for one and one for all," appeared to be the new line within Knox County. How long would this spirit prevail? Evidently something must have happened to this cooperative spirit (if it actually ever existed) during the time period from March 18, to May 20, 1968, for as is revealed by the minutes of the May 20 Board of Directors meeting,

other interests must have been at work during this time.

The next meeting of the Knox County Association of Local Action Groups was held April 1, 1968, and dealt mostly with reports by community center directors regarding plans for raising money to make good their pledges to support the Arts and Crafts Store Project. After this meeting the following news release was made:

The Knox County Association of Local Action Groups met April 1, 1968 and continued to pledge their support for community projects.

Mrs. Rahma Jackson, Chairman, called for reports from the Local Action Groups. Spokesman for the Local Action Groups of the Grays, Bethel, Cannon, Messer, Middlefork, Rosenwald, Barbourville, Jackson, Kay Jay, Fount, Grove, and Flat Lick communities reported their plans for raising money to support their pledges for contributions to the Knox County Anti-Poverty Arts and Crafts Shop. Mr. Hollis D. West, Executive Director of the KCEOC, announced that ground breaking ceremonies for the Arts and Crafts Store would be held in the near future.

Also, during the week of April 8-12, 1968, a thirty-minute live radio program was presented over the Barbourville radio station explaining the purposes and possibilities of the Arts and Crafts Store Project for Knox County.

On April 11, 1968, the Barbourville Mountain Advocate published an article, "OEO Confident That Arts and Crafts Store will Aid Poverty in Knox County." The caption may have been a bit misleading, but it appeared to impress upon the Knox County Community as a whole the responsibility of implementing this "self-help" project. Following is a copy of this article:

OEO Confident That Arts and Craft Store
Will Aid Poverty Causes in Knox County

The Knox County Economic Opportunity Council, Inc., is

actively coordinating plans and mobilizing support for the construction of the Knox County Anti-Poverty Arts and Crafts Store to be located on Highway 25-E in Barbourville.

The completed Arts and Crafts Store will not only be an outlet for local products but will result in training and employment programs for local residents.

The construction of this building will necessitate the support of all social, education, civic and economic leaders, organizations, and citizens in the county.

The project has received the support of Knox County Chamber of Commerce, the Council's fourteen Local Action Groups, and other organizations in the county. Pledges of support for the proposed \$15,000 building have also come from individuals in the community. Many more pledges will be needed before the store can be constructed.

Mr. Hollis D. West, Executive Director of the KCEOC, has stated, "It is imperative that the local community begin to take responsibility for the initiation and implementation of new and innovative approaches to solve the problems of poverty. If we are to continue receiving the support of OEO, this community must begin to provide support to government funds that have been put in Knox County."

In reviewing the impact of federal government programs to the economy of Knox County, Jesse D. Lay, Chairman of the Board of Directors of the Knox County Economic Opportunity Council, has stated: "A number of merchants have stated to me that there is more money in Knox County . . . that "business is better" than it has ever been in the history of Knox County. I have told the merchants that have talked to me that a lot of this prosperity is due to the various programs of the OEO in Knox County. The federal government has granted \$5,769,584 to Knox County since the inception of the program in 1964".

The history and accomplishments of the Community Action Agency in Knox County and the statistics of involvement are impressive. Each month more than 12,000 persons participate in programs and activities in the community centers in Knox County. Hundreds of other local people meet in Local Action Group meetings and other meetings to discuss problems and plan programs and projects in an effort to improve the social and economic conditions in their community. The Council employs 125 Knox Countians.

A brief summary of Community Action Program activities is as follows: Approximately \$25,000 will be spent in the county for building materials this year. One home improvement project is being completed in the county every two days by the Home Improvement Department of the Council. Approximately \$1,200 has been allocated to each of the 14 community centers in the county to be used for home improvement jobs approved by the Local Action Groups in the respective community. Four hundred and fifty children have been enrolled in the Early Childhood Program since the beginning of the program. One hundred and twenty Knox Countians have been given jobs as a result of this ECP program. One hundred and ninety-three residents have enrolled in the Adult Education classes sponsored by the Council. Sixty-eight Knox Countians have received high school diplomas. Approximately two hundred and twenty-four people have taken the drivers education classes offered by the council. The Council's Health Mobile Unit provides health services to hundreds of Knox Countians. The Manpower Programs of the Council has created a number of job opportunity and training programs in the county.

All citizens in the county have directly or indirectly benefited from the programs and projects which have been funded by OEO in Knox County. Thousands of dollars of poverty program funds are spent each month in local grocery, lumber, auto, gasoline, and other businesses in Knox County.

The success of future programs and benefits will depend on the activities of the local people. It is the responsibility of all local people to volunteer their support for increased efforts to establish community development projects such as the Anti-Poverty Arts and Crafts Shop in Knox County.

The board of directors of the Knox County Economic Opportunity Council met April 15, 1968, and among the items of business the following reports were given regarding progress made in securing facilities and collecting donations for construction of the Arts and Crafts Store building:

Report on Solicitation Committee

The Chairman called for a report from the Arts and Crafts Store Solicitation Committee. R. A. Williams, Director of Manpower, reported that the Solicitation Committee had met in the home of Owen Cottrell two weeks ago. Committee members attending this meeting were: Mr. James Blair, Mrs. Rahma Jackson, Mr. Owen Cottrell, Mr. John Dixon, Mr. Hollis West, and Mr. R. A. Williams. This group had made an effort to organize a fund raising campaign for the Knox County Economic Opportunity Council Anti-Poverty Arts and Crafts Store. The committee members agreed to contact business and professional people in their respective areas. The group also decided, reported Mr. Williams, to make a radio program and explain the project.

Mr. Williams further stated that he and Mr. West had met with the Chamber of Commerce and had received their endorsement for the Arts and Crafts Store. It had been suggested at the Chamber of Commerce meeting that KCEOC exhibits be placed in local business establishments the week of April 15 through 19 in an attempt to publicize and promote the project. Mr. Williams reported that this group was in the process of preparing a list of people who would be involved in the solicitation for the Arts and Crafts Store.

Mr. Williams reported that since the last board meeting, the lease for the Arts and Crafts Store had been completed. One change had been made in the lease which specified that the Knox County Economic Opportunity Council provide to the lessor, Mr. Bill Etters, any insurance money that was claimed as a result of fire.

Chairman Lay asked for a motion to approve the lease as corrected. Discussion followed with Mr. West and Mr. Williams stating that essentially the changes were that in the event the building was destroyed by fire, the insurance money would be used to replace the building. Mayor Miracle made a motion that the lease be approved with the changes as given by Mr. Williams. Mrs. Willa Mae West seconded the motion. Motion carried.

Mr. Williams also reported on a proposed lease with the London District Baptist Association for a building located in the Rosenwald Community which would be used by the Board of Directors-KCEOC Agency as a Manpower Training Workshop. The lease included two tracts. The first tract was for a building approximately 50 by 30 feet and the second tract was for an access road to the

building. Mr. Williams read the lease, the terms of which were that the Knox County Economic Opportunity Council would lease the building for a period of three years and assume the responsibilities for renovating and finishing the building. The estimated cost, according to figures compiled by W. R. Mays, would be approximately \$6,000. The terms of the lease further specified that the Knox County Economic Opportunity Council would make available one week in July this building for the use of the London Baptist Association. Chairman Lay called for a motion to give the officials authorization to sign this lease for the Manpower Training Workshop. The motion was made to approve the lease, as presented by Mr. Williams, by Mr. Owen Cottrell. The motion was seconded by F. Allen Messer. Discussion followed.

In answer to questions from members of the Board, Mr. West and Mr. Williams stated that this building would be used:

- 1) to back up the Arts and Crafts Store-Projects
- 2) to do cost-analysis for proposed sub-contracting work.

This building would be a separate operation from the Cannon Industries sub-contract operation. Mr. Blair stated as he understood it, improvements made by the Agency would revert back to the owners. Mr. West stated that this was true, but that no equipment would go back to the owners. Mr. Wilson commented that for \$6,000 the Agency probably could build a building. Mr. Williams explained that the major frame work had been completed. Mr. Williams stated that the heating and circulating system for the building would cost approximately \$1,800 and the London District Baptist Association has agreed to pay \$1,000. Mr. Locke asked if the Agency would be ready to utilize the building immediately. It was stated that the building could be used as soon as the lease could be contracted for it. Chairman Lay then called for a vote to give the proper officials authorization to sign the lease for the Manpower Training Workshop Building, according to the terms specified in the lease which had been read by Mr. Williams. The vote was taken and carried.

Report on Arts and Crafts Building

Mr. West gave a brief summary on the progress for the Knox County Economic Opportunity Council Anti-Poverty Arts and Crafts Store. He stated that approximately \$1,280 in cash had been contributed toward the construction of the store. (In addition, according to the report by Mr. West, approximately \$1,800 in materials and labor had been pledged.)

Mr. West reported that there are some people at the Board Meeting who had indicated to him that they had contributions to turn in. Mr. Carnell Sprinkles, Director of the Wilton Community Center, presented \$100 from the Wilton Local Action Group and stated that this group had pledged to give another \$60; Mrs. Donna Hurst presented \$70 from the Barbourville Local Action Group; \$50 was presented by Mrs. Jackson from the Flat Lick Local Action Group. Mrs. Jackson also reported that the Flat Lick Local Action Group had five hundred blocks and a front door which were ready to be picked up.

Mr. Golden asked where items for the Arts and Crafts Store were to be made. Mr. West reported that the plan was to bring people to the workshop to be set up in the Manpower Training Building, Community Centers, etc., and train them in the mass production of proper manufacturing of Arts and Crafts items. It was also planned to acquire equipment and use qualified local residents in training other members in the community to make certain items.

Mr. Locke stated that he thought a committee should work for major contributions to get the Arts and Crafts Store underway. Mrs. Rahma Jackson made a motion that the ground breaking ceremony for the Arts and Crafts Store be held on Sunday afternoon at 2:30 P.M. Mr. Cottrell seconded the motion. The group agreed to invite their Congressmen or other officials to be present for the ceremony. The vote was taken and carried.

Mr. Cecil Wilson presented a check for \$100 as a contribution for the Arts and Crafts Store.

Also, during this meeting, the CAP Director, as a part of new business, recommended a ground-breaking ceremony for the Arts and Crafts Store, and the board voted to conduct this ceremony on the building site at 2:30 P.M., Sunday, April 21, 1968. See Appendix for copy of the ground-breaking ceremonies, including program and speeches, which were recorded by tape during the proceedings.

Actual work started on the project soon after the ground-breaking ceremonies. A dozer was pressed into service, trucks were borrowed, and other dirt-moving equipment was secured to help with the dirt filling, etc. Volunteer workers (some of them paid employees of KCEOC) attacked the task with enthusiasm, and the Arts and Crafts Store building for Knox County was under construction.

The next meeting of the Knox County Association of Local Action Groups was held May 6, 1968, and encouraged by the favorable acceptance of the Arts and Crafts Store Project by the KCEOC Board of Directors and by the business people in Knox County, the Association members decided to start another project. Accordingly, it was decided to try to obtain some fire-fighting equipment from the government's surplus property division. Again, it was decided to ask the Board of Directors for help by presenting them a formal resolution. Following are the minutes of the May 6, 1968 Association meeting:

. . . Chester Bargo presented a resolution from the four centers in the Bethel Area asking the Association to solicit the aid of the Board in obtaining GSA fire fighting equipment for their communities.

Mr. West said this should be taken seriously. He said a resolution should be taken to the Board perhaps asking for a committee to go to Washington to see Congressmen about this. They should try to obtain equipment for a neighborhood group, and should ask for other GSA equipment as well as fire fighting equipment. Following a motion by Chester Bargo, seconded by William Baird, the group voted to have a resolution written to include these things and presented to the Board May 20 by Mrs. Jackson.

Ed Bray asked about the possibility of having Knox County crafts sold in state parks. There was discussion of this and following a motion by Ed Bray, seconded by Loretta York, the group voted to have a committee go see the governor asking that the state buy Knox County Crafts to sell in the parks. Mrs. Jackson appointed the following committee for this: Betty Spade, Loretta York, Robert Baker, William Baird and Paris Lee. Mr. West said a group should go from the Board. Ethel Smith made a motion, seconded by Earl Disney that a statement be added to the resolution to the Board asking that a committee be sent with this committee to see the governor. Motion carried. Chester Bargo recommended that the Board be asked to send a large committee.

The resolution was drawn up and presented to the board of directors at the May 20, 1968 meeting, and the board chairman read the resolution which had been prepared by the chairwoman of the Knox County Association of Local Action Groups. The resolutions asked for board support in an effort to obtain government surplus fire-fighting equipment for possible use in some center areas. Following are the minutes of this board meeting regarding treatment which the resolution received and the minutes reveal that other interests blocked the board from taking any action on the resolution.

Local Action Group Resolutions

A resolution was read by Mr. Lay from the Association of Local Action Groups:

To: Knox County Economic Opportunity Council Board of Directors

From: Rahma Jackson

Subject: Volunteer fire department coop.

The association of Local Action Groups of the KCEOC, endorsing the four community (Cannon, Grove, Bethel, and Fount) LAG effort to form a volunteer fire department coop, ask the board of directors of the KCEOC to formulate a resolution in support of this project and authorize the board chairman to contact Congressman Tim Lee Carter asking him to assist in securing GSA equipment for the project.

Mrs. Rahma Jackson, Chairman
Local Action Groups

Mr. West stated that with tons of government surplus equipment lying around, it could be used to help poor people in worthwhile projects. Judge Sears made a motion that the Board authorize the Chairman to contact officials asking them to provide assistance in acquiring surplus equipment for projects. The motion was seconded by Dorothy Philpot.

Verlon Golden made a motion* that the Board hire Leaman Broughton at the Jackson Community Center and that they assume the responsibility for finding a person to fill the position of the Ketchen Community Center. The motion was seconded by Tip Hinkle. Mr. Lay ruled the motion out of order since regulations prohibited such action. Mr. Golden asked, "when was it in they could not go over Mr. West's head." Mr. Martin was recognized from the floor and stated that this was against all regulations for the Board to hire without the Executive Director's recommendations. Mr. Lay stated that KCEOC policy prohibited this action. A motion was made by Mr. Ed Bray to adjourn. Seconded by Mr. Cecil Wilson. The meeting adjourned.

*There was already one motion on the floor.

What had happened to the cooperative spirit of March 18? It appears that other interests had disrupted the attempt at the model three approach.

The members of the Association were very disappointed that other interests had side-tracked their resolution and expressed this disappointment at their next meeting on June 3, 1968. The following minutes of this meeting reflect the disappointment of some of the Association members and the action they took to try to "get back" at the board members viewed as responsible for the lack of action on their last resolution:

In the absence of the Chairman and Vice-Chairman, the meeting was called to order by the Secretary, Jessie McFerrin. Rev. Chester Bargo was asked to lead the group in prayer. The roll was called and twenty-six (26) members were present. Minutes of the May meeting were read, corrected and approved.

A letter which the Grove Center had received from Senator John Sherman Cooper was read. This concerned possible steps the center could take to obtain GSA equipment. A representative from the Bethel Center said they had received a similar letter. Representatives from the Cannon and Fount Centers said they had received more helpful letters from Representative Tim Lee Carter. Mr. West added that he had received a letter from Senator Robert Kennedy saying he would try to check this out.

Committees were asked for reports. Mr. West reported that the group had checked with Mr. Lyle Harmon concerning loans for home improvements for people on welfare and it was found that FHA loans were available for them so this was no longer a problem.

Mr. West reported that the Arts and Crafts building was going up, but slowly because of all the rain. He said Bill Jess Baird was making a beautiful stone fireplace in it. He added that he hoped it would be ready for selling next month and centers should be getting things ready to sell. He said that a workshop with equipment would be open soon for people to work in.

Bill Jesse Baird reported that the committee appointed to see the Governor about buying Knox County crafts had not functioned.

Mr. West reported that the resolution which had been presented to the Board of Directors concerning the state buying Knox County Crafts and trying to obtain GSA equipment for the community groups had gotten lost in politics and had not been acted upon. There was discussion of reasons the Board had not been involved in this, and the importance of the people working together to hold those elected responsible for doing what they should. It was pointed out that the Board has a responsibility to the people of the county and one thing especially that it needs to be doing is developing jobs for people. Earl Disney made the motion, seconded by Chester Bargo, that the Board be asked to meet with the Association for the purpose of questioning the Board members about their responsibilities. Motion carried 18-2. Dovie Thompson made the motion, seconded by Loretta York, that a meeting be called Monday night, June 10, for this purpose. Motion carried 18-0. Mr. West was asked to complete arrangements for the meeting and get out notices to the Board members. Crit Bright, Ed Bray, and Chester Bargo each made statements emphasizing the importance of organization and cooperation to accomplish anything.

Following a motion by Mary Cooper, seconded by Bill Jess Baird, the meeting was adjourned.

The Association met June 10, 1968, in a special call meeting as explained in the preceeding minutes. The chairwoman was present and presided over this meeting and certainly "held a tight rein" over the meeting, yet in so doing exercised good parliamentary procedure.

Following are the minutes of this Association meeting:

The special meeting with the Board of Directors was called to order in the Knox County Courtroom at 7:30 by the Chairman, Mrs. Rahma Jackson. Mr. Jesse D. Lay was asked to lead the group in prayer. Roll was called and thirty-three (33) members were present.

Mrs. Jackson welcomed the Board members and the large number of people who had come for the meeting. She asked each Association member and each Board member present to express his opinion concerning the OEO Program in Knox County. Most everyone expressed appreciation for the program and the leadership of Mr. Hollis West. There were some who felt that there had been petty jealousies and impatience about jobs, and there needed to be more cooperation in the organization.

Mrs. Jackson gave Association and Board members the opportunity to ask each other questions concerning their actions. The question asked most was, "why don't all Board members support Mr. West?"

Mrs. Jackson expressed the feeling that this had been a good meeting and that there would be better cooperation since everyone had expressed his opinion and knew where each other stood.

The meeting was adjourned following a motion by Bill Graham, seconded by Dovie Thompson.

The next board of directors meeting was held June 17, 1968, and during this meeting a "show down" power struggle was engaged. Members of one faction evidently decided "it was now or never" and that they would "go for broke." Following is an article published by the Barbourville Mountain Advocate, June 20, 1968, which reveals the outcome of this "show down."

". . . The board meeting . . . turned out to be one of stormy attempts. The officials tried to answer all questions, especially to keep the group within the guidelines of Washington requirements. However, at one time the board was led outside the guidelines when a group led the fight to hire Mr. Leaman Broughton over the head of the CAP Director, Hollis D. West. West had turned down the application of Broughton when he applied for a job as Center Director at Jackson. West explained that the application did not gain approval because of qualifications, not because of personality.

At this point, Mr. Verlon Golden, Kay Jay, and Tip Hinkle, Heidrick, Kentucky, demanded that the Board vote upon hiring Mr. Broughton. Mr. West then dismissed himself so the board could act without embarrassment. He did not return to the meeting, saying as he left: "I am not going to sit here once a month and hear the same thing that apparently is going on

tonight". He was referring to a few members of the board who persisted in trying to wreck the program and humilify every act made toward progress.

The Board voted not to hire Mr. Broughton and agreed to go along with Mr. West, according to personnel policy set down."

Following the board meeting of June 17, and the decision by a vote of fourteen to five not to hire a center director against the recommendations of the CAP Director, the Jackson Community Center (the center over which the center director controversy arose) was destroyed by fire in the early morning hours of June 19. The OEO Newsletter of June 21, 1968 announced the loss in the following brief article.

Jackson Community Center Destroyed by Fire Wednesday Night.*

Investigation is underway to determine the cause of a fire which destroyed the Jackson Center Wednesday night. Community Center and ECP staff are attempting to establish temporary headquarters.

The Knox County Association of Local Action Groups met the night of July 1, 1968 and during this meeting took a drastic step and removed one of their representatives from the KCEOC Board of Directors, who had been aggressively active in promoting a candidate for a position over the recommendation of the CAP Director.

Conclusions

At the date of this writing, July 29, 1968, it appears that the Knox County Arts and Crafts Store is becoming a reality and in spite of some schisms in the community. The project is making progress due

*Actually the fire occurred about 1:30 A.M. Wednesday, June 19, 1968.

to the persistent efforts of part of the population but not the entire population of Knox County. As planned, the store will provide a retail sales outlet for crafts made at home, by any Knox County citizen, or for crafts made in community workshops which may be set up throughout the county. The CAP Director has reported:

- 1) OEO has approved a "revolving fund" of \$5,000 for the store to use to advance individuals money for articles with which to stock the store and
- 2) The store is scheduled to open sometime late in July 1968.

Of course at the date of this writing, July 29, 1968, no information is available as to the eventual financial success or failure of this project. As was stated in the beginning of this report, it is not a purpose to attempt to pin-point the origin of the idea but rather to relate briefly the chain of events as they occurred during the development of this project. Now it might be in order to add that the observer feels that it is important to point out that factionalism--well entrenched and on a personal basis--is a problem to be expected, one with which change agents must cope in helping "targets" identify and solve their problems in the "war on poverty." In other words, a "soldier" in the "war on poverty" should not develop too idealistic a philosophy. On the other hand, the "army" fighting the "war on poverty" should not be made up of pessimists. At the same time, they should expect some disappointments and understand the practical side as well as the idealistic. It is a mistake to believe that winning the "war on poverty" is a simple task. The "soldier" is likely to encounter situations which are disappointing to say the least, but as this report of a case situation indicates, "battles" can be won if the valor is great enough.

APPENDIX

GROUND BREAKING CEREMONIES

Approximately 400 persons attending the Ground Breaking Ceremonies for the KCEOC Anti-Poverty Arts and Crafts Shop on Sunday, April 21, 1968. The program for the events is as follows:

KNOX COUNTY ECONOMIC OPPORTUNITY COUNCIL, INC.
ANTI-POVERTY ARTS AND CRAFTS SHOP

GROUND BREAKING CEREMONIES

SUNDAY

April 21, 1968

Highway 25-E

2:30 p.m.

P R O G R A M

MASTER OF CEREMONIES — JACK GRAY, Director of the
Grays Community Center

INVOCATION

THE REVEREND M. A. REESE
Pastor
First Baptist Church

"KCEOC: Meeting the Economic
Challenge through Unified
Community Action"

JESSE D. LAY
Chairman
KCEOC Board of Directors

"The Arts and Crafts Store . . .
A Step in the Right Direction"

OWEN COTTRELL
Vice Chairman
KCEOC Board of Directors

"The Arts and Crafts Store
Idea . . . A Big Step on a
Long Journey"

MRS. RAHMA JACKSON
Chairman
KCEOC Association
Local Action Groups

"The Community
Responsibility"

HOLLIS D. WEST
Executive Director
Knox County
Economic Opportunity
Council, Inc.

EDD BRAY
Vice Chairman
Kay Jay Local Action Group

GROUND BREAKING FOR KCEOC
ANTI-POVERTY ARTS AND CRAFTS STORE

Reception Immediately Following Ground Breaking Ceremonies
Rosenwald Community Center

TRANSCRIPTIONS OF SPEECHES MADE BY OFFICIALS AT THE GROUND BREAKING
CEREMONIES FOR THE KCECC ANTI-POVERTY ARTS AND CRAFTS STORE.

INTRODUCTORY REMARKS PRECEDING SPEECH BY

JESSE D. LAY, CHAIRMAN

BOARD OF DIRECTORS

JACK GRAY

MASTER OF CEREMONIES

KCEOC ANTI-POVERTY ARTS AND CRAFTS STORE
APRIL 21, 1968

INTRODUCTION:

"We have someone here today who has probably done more for Knox County in recent years, especially in bringing our school system up to being one of the very best in the state. He has been very active in helping everyone in any way that he possibly could. Any worthwhile endeavor has always found Jesse D. Lay there to help. He has done a lot for the OEO and we are very proud to present to you now Dr. Jesse D. Lay."

"KCEOC: MEETING THE ECONOMIC CHALLENGE
THROUGH UNIFIED COMMUNITY ACTION"

by

Jesse D. Lay, Chairman

Knox County Economic Opportunity Council
Board of Directors

"KCEOC: MEETING THE ECONOMIC CHALLENGE THROUGH UNIFIED COMMUNITY
ACTION"

Speech by Jesse D. Lay, Chairman, KCEOC Board of Directors

CHAIRMAN LAY:

"Thank you Mr. Gray.

Honored platform guest, ladies and gentlemen. It's a pleasure for me to have an opportunity to appear on this program and say a few words about the Knox County Economic Opportunity Council and the achievements that have taken place since the Council program was instigated in December, 1965.

It may be of interest to you to know that we had nine people who were the incorporators of this Community Action Program in Knox County. I believe, out of that nine, we only have two that are still active on the Board. The nine people, the original incorporators of the corporation, were Dr. Mahlon A. Miller, President of Union College (who is former Chairman of the Board); Paul Buchanan, President; J. E. McDonald, Vice President; Helen Parry, Secretary-treasurer; and myself as Resident Agent. In addition we had the late John Dotson -- the late Harry Vial and Wilbert Early and maybe one of two other people. Only two people of this group who started have been on the Board since it started -- that's Owen Cottrell and myself.

The subject I am to talk on today is "KCEOC: Meeting the Economic Challenge through Unified Community Action".

Let me say this to you -- Many people in this county do not realize just what the Knox County Economic Opportunity Council has meant to the county.

PROCEEDINGS - GROUND BREAKING CEREMONIES - Continued

KCEOC - Anti-Poverty Arts and Crafts Shop

Jesse D. Lay - Speech

"KCEOC: Meeting the Economic Challenge Through Unified Community Action" - p. 2

I'd like to start back when Knox County became one of the first twenty-two units to be approved in the United States, under the OEO programs. This county and Breathitt County were the first two projects to be approved in Kentucky in the early part of 1965.

In 1965, we had 250 people working in Knox County on the Knox County Economic Opportunity Council. We spent \$381,220 in that year. In 1966-1967, we had 225 employees in the regular programs and in the summer we had 285. I don't believe I gave the summer employment in 1965 -- we had 285 people working then. The total amount of money brought into Knox County was \$190,560.00. In 1967, we had 225 and in the summer of this year, 225 employees. We had a total cost of \$163,190.00.

In Knox County -- you understand Knox County has put up ten percent of what is called in-kind contributions -- these various projects have resulted in this county receiving -- starting with 1965 through 1968 -- the following grants: Union College, \$10,000; Cumberland Valley Area, \$2--,337; Work Training, sometimes referred to as the "Happy Pappy Program" -- \$734,970; and Knox County per month in 1965-1968 received \$72,222. In 1968, we were receiving \$60,335. The total Headstart grant was \$321,290. This means that we received a grand total of \$5,769,589.00 in Knox County from 1965 to 1968.

I want to say to you that this is one of the reasons that Knox County has more money and better times than it has ever had in its history -- due to the fact that the federal government has put all this money into Knox County.

Jesse D. Lay
SPEECH - p. 3

Not only have we received all this money to boost the economy of Knox County through the KCEOC program, but we have achieved a lot of things. I would say, perhaps more than anything else, we have attained, through this program, the ideas of all of us becoming each other's friend and our brother's keeper. We have achieved, through our working together, an understanding that we all have common needs, common goals, and common purposes. If we are to service our fellow man, we must forget about poor people, white people, black people, red people -- and realize that we're all human beings and that we all have a soul and that we're all going to Heaven or the other place -- but whichever place we go -- we're all going together.

We need to work together while we're here on earth. I trust that nobody wants to go to that other place I was referring to. I hope that we can all reach the Pearly Gates and we can all be happy together around the Throne of God.

The only way we can do these things, of course, is to help our fellow man. I know of no greater test of religion -- and to me it is the real test -- than to be able and willing to help our fellow man. In order to serve our fellow man, we must be willing to render services to him. I would say that the greatest task we have in Knox County is to begin to do what we are attempting to do right here. When we get this building built there and all our people have a place where they can bring their arts and crafts to sell, we will be serving our fellow man.

I'm sure, if you've been to Gettlingsburg during the past few years and have seen all the things they have done there, and then go downtown and look into the windows and view the things that

Jesse D. Lay
SPEECH - p. 4
April 21, 1968

that have been done by the people in Knox County, you will say that I would rather have what I have seen here than to have what I saw in Gett-
lingsburg.

I would like to urge each and every person here to take a part in this building project. This building is estimated to cost approximately \$15,000. I understand that probably as much as \$4,000 to \$5,000 has already been pledged in grants, money, labor, etc., and we probably need to raise another \$10,000.

Now, that the government has spent better than \$5 million dollars helping us -- and it was estimated some time ago that it would probably take ten years for the people of this county to assume the responsibility and take over all projects and finance them themselves -- that this is one of the ways that we can take over here and build this building and have a place to sell all the various commodities that our people will make and work on here in the county. It will give employment and at the same time, give a cash income.

Many of you know that a lot of people have worked rather hard to try and get industry into Knox County. One of the ways to get industry into Knox County is to have a place like this where the people can sell their commodities. They can make these commodities -- many of them -- in their own homes or in the community centers and can bring them here to sell.

If any of you have not seen the window at the Knox County Supply, --- most of it was made by Mr. Croley, you ought to go by and see it. I don't mean for you to just look at this one window -- look at the other things that have been made here in Knox County by our own people.

Jesse D. Lay
SPEECH - p. 5
April 21, 1968

At this time, on behalf of the Board of Directors, I would like to personally thank the merchants for their fine cooperation in allowing these windows for displays. I would also encourage all merchants to help us build this building in a monetary way and by giving supplies and equipment or anything that we can use in constructing this building.

I know that some people are not particularly sold on OEO but this isn't a federal project -- it is a Knox County Economic Opportunity project. The KCEOC is run and controlled by the people right here in the county. Twenty seven members are on the Board of Directors that you elect. I know that you are going to cooperate and I appeal to you to cooperate in every possible way to put this project over.

Dick Martin, Review Analyst from Washington for our region, told me that he knew of no other county in the state that was undertaking such a project as this. In fact, he stated he knew of none other in the country. This indicates that we are supporting and showing our appreciation for the millions of dollars that the Federal Government has poured into Knox County for us.

I trust that each of you will help us and that we can all work together and make this county a better place in which to live and at the same time, give employment to our people.

It has been a pleasure to talk to you and I hope you will be much in prayer for our success in this project".

PROCEEDINGS - GROUND BREAKING CEREMONIES - Continued

KCEOC - Anti Poverty Arts and Crafts Shop

INTRODUCTORY REMARKS PRECEDING SPEECH BY OWEN COTTRELL

We have a gentlemen here who isn't really a Knox Countain;
he's an import, I guess. He moved here from the Blue Grass--Lexington,
a few years ago. He took to Knox County "like a cold hog takes to
a warm muddle puddle." He has been right here helping us in every-
thing we have tried to do. When we started this program to build
the Arts and Crafts Store, he was there with his checkbook. He threw
in \$500 to start us off.

He is Vice-Chairman of the Board of Directors. He has done an
awful lot to help us and he is still helping in every way he can.

It gives me great pleasure to introduce to you Mr. Owen Cottrell:

THE ARTS AND CRAFTS STORE . . .

A STEP IN THE RIGHT DIRECTION

by

Owen Cottrell, Vice Chairman

Knox County Economic Opportunity Council
Board of Directors

PROCEEDINGS - GROUND BREAKING CEREMONIES
KCEOC Anti Poverty Arts and Crafts Shop - April 21, 1968

THE ARTS AND CRAFTS STORE . . .

A STEP IN THE RIGHT DIRECTION

"You know, I've just found out what a devil of a nice fellow I am! I didn't know I was that nice. Thank you Jack.

My part on this program today is to talk to you on the topic "The Arts and Crafts Store . . . A Step in the Right Direction". How are we going in the right direction as far as building this store?

I would like to say I've been here in Knox County about five years and I've enjoyed every day of it. I want to repeat something that Oscar Parsons told me---something that I'll never forget; the first time I was ever at the D and W Cafeteria I heard Mr. Parsons make the statement that "I know there are some people who like me and some people that don't".

It is true that from the beginning of time we all have our likes and our dislikes but that doesn't keep us, as a group of citizens in Knox County from working together to do something to beat down poverty.

Some times when I go back to my old home in Lexington to visit, I'm asked "Why in the world did you ever go to Knox County?" Well, it's a long story and I'm not going to undertake to tell you about it now. I'm proud to be here and proud to have a part in this program today.

I want to talk on something that I think is important to every businessman and every professional man in Knox County.

PROCEEDINGS - GROUND BREAKING CEREMONIES - Continued
KCEOC - Anti Poverty Arts and Crafts Shop

Owen Cottrell - Speech

"The Arts and Crafts Store. . . A Step In the Right Direction"

I think every businessman and every professional man in Knox County should support and contribute to this Anti Poverty Arts and Crafts Shop.

As we all know, over \$5,000,000 has been brought into Knox County. There hasn't been a man, woman or child who hasn't benefitted from this money which has come into the county.

I would like to say that the donation I gave to the Arts and Crafts Store was given only with the best intentions---it was given sincerely and from the heart to help the people of Knox County. Knox County has been good to me---I've made a lot of friends---my business has grown---and I owe it all to the people of Knox County. Therefore, I wanted to show my appreciation to the people who have helped me by pledging my support to a project that will help all Knox Countains.

Of course, we all know and realize that to combat poverty in Knox County, we must have industry---industry which will give our people gainful employment and a payday to maintain their homes and educate their children.

I want to also emphasize that we must never sell Knox County or its people short! We have the ability, the initiative and the personal courage to be self-sustaining and hold our heads up with pride.

PROCEEDINGS - GROUND BREAKING CEREMONIES - Continued

KCEOC - Anti Poverty Arts and Crafts Shop

Owen Cottrell - Speech

"The Arts and Crafts Store . . . A Step In the Right Direction"

I think the Arts and Crafts Store Project is certainly a "step in the right direction". It shows THE PEOPLE CAN WORK TOGETHER AND WILL WORK TOGETHER IN THE FUTURE. Every county official, as well as our educators and businessmen, in Knox County must work with all people and become a part of their community if we are every going to solve the problems that we have in Knox County--in all Southeastern Kentucky.

I would also like to ask the Community Center Directors to cooperate with Mr. West and his staff to their fullest. I personally believe Mr. West is doing a fine job for the CEO in Knox County and for all the people in Knox County.

I want to tell all of you here today that I will help in my feeble way to do all I can for all people in Knox County.

I will close by saying that "United We Stand - Divided We Fall". We must all stand "united".if we are to do the greatest good for all people in Knox County.

Thank you."

THE ARTS AND CRAFTS STORE IDEA
A BIG STEP ON A LONG JOURNEY

BY

Mrs. Rahma Jackson
Chairwoman
Knox County EOC Association of Local
Action Groups

PROCEEDING - GROUND BREAKING CEREMONIES - Continued

KGEOC - Anti-Poverty Arts and Crafts Shop

THE ARTS AND CRAFTS STORE IDEA

A "BIG" STEP ON A LONG JOURNEY

By - Mrs. Rahma Jackson, Chairwoman of Association of Local
Action Groups

Mr. Cottrell and Mr. Lay have almost given my speech as I had prepared it but I wanted to get my two bits in.

We've had to work so fast to get this store built. This reminds me of a story of a man who instructed his gardener to plant a certain tree. The gardener asked the man why plant the tree since it would take it a hundred years to mature. The gardener replied, "In that case, plant the tree today!"

This is the way we felt the night of the Local Action Group meeting when we were discussing some steps to take for immediate and long range project that would be worthwhile for the county. As I am Chairwoman of the Local Action Groups in Knox County, it was placed on my shoulders to appoint a committee to do planning for some worthwhile community project. I appointed Matt Bargo, Walter Blanton, Dorothy Philpot, Chester Bargo, and Loretta York to this committee. We met with Mr. Hollis West on February 26. It was through our discussion at the meeting here that we came up with the idea to build an Arts and Crafts Store.

We took our suggestion back to the Association of Local Action Group at their next meeting. The members attending, as well as members in the audience, were all enthused about the project.

PROCEEDINGS-GROUND BREAKING CEREMONIES- CONTINUED

KCEOC -Anti-Poverty Arts and Crafts Shop

Mrs. Rahma Jackson - Speech

A "Big Step on a Long Journey - page 2

As we wanted to get started as soon as possible, we formulated a resolution to be given to the Board of Directors. The resolution asked the Board Members to support us in enlisting the total support of the community in building the Arts and Crafts Store. This was met with great approval by all Board Members and it was there that everybody began making commitments and contributions of money, logs, rocks, etc. It was also decided that the KCEOC would build workshops where many of the arts and crafts items could be made to put in the store. The workshop is going to be close here. Many people can make things in their homes and bring them to the store. There's not many women who don't like to sew - make quilts, aprons, bonnets, or what might be.

So at the meeting of the Local Action Groups, we were amazed at the response of the county groups. When these people found that we had no funds whatsoever to build the store with, it was amazing how people began to give rocks, blocks, logs, and money so that we now have a very good start toward our building.

So I feel like Benjamin Franklin did when he was a little boy and his daddy said grace before each meal. One day when they were putting the supply of food away for the winter, Benjamin looked up at this father and said, "Father, why can't we say grace over everything at one time and save ourselves a lot of time."

PROCEEDINGS-GROUND BREAKING CEREMONIES - CONTINUED

KCEOC - Anti-poverty Arts and Crafts Shop

Mrs. Rahma Jackson - Speech

A "BIG"STEP ON A LONG JOURNEY - page 3

So now if all you good people will just open your pocketbooks up and give us enough money this afternoon to help us on our way to get this nice store here, we won't have to bother you so many times.

Thank you.

Jack Gray:

"This store that they are going to have here is to give each of you that have a desire to make something that you can sell and increase your income and to help Knox County and yourselves by doing something which you are talented at to be able to sell it and increase your total cash income for whatever you can make.

There are a lot of wonderfully talented people in Knox County. If you've seen the window displays, you know that.

KCEOC ANTI-POVERTY ARTS AND CRAFTS STORE
APRIL 21, 1968 - Continued

INTRODUCTION:

MASTER OF CEREMONIES

"I think everyone knows that we, here in Knox County, are all poor people -- relatively -- some are poorer than others -- it all depends on your viewpoint.

A short time back I heard that in Vietnam a couple of Chaplins -- one a Protestant and one a Catholic, were lost. They had gotten away from the outfit they were with. They were traveling at night and scared to death that one of the Viet Cong would find them. Offcourse, they traveled only when they thought it was safe, which was usually at night --- crawling through the underbrush and thickets. One night they were hoping they were getting closer to civilization. As they were going by a thatched hut, they saw a little light. They thought they had run into some more Viet Cong. They didn't know whether to freeze or to run. One of them heard a voice inside this hut with a Stinking Creek drawl, which said, "Pass the bottle and deal them cards". Well, one preacher punched the other and said, "Thank the Lord, we're among Christians.

Yes, we're all relatively poor in Knox County.

We have a man who is doing a wonderful job to help us to raise ourselves by our boot straps. He's come a long way in the last -- a little less than a year. He has instigated this program here and I am sure with his help and guidance, we're going to make it through.

I'm referring now to Hollis D. West, Executive Director of the Knox County Economic Opportunity Council.

"THE COMMUNITY RESPONSIBILITY"

BY

HOLLIS D. WEST,
Executive Director
Knox County Economic Opportunity Council, Inc.

"THE COMMUNITY RESPONSIBILITY"

Hollis D. West, Executive Director

"I probably don't need this mike because I talk so loud, everybody hears me all the time anyway.

I was just thinking as I was sitting in church today that I've been here about a year now and when I first came here they were starting to build this bridge over Cumberland River. That bridge has served this county a number of years and in a number of different kinds of ways ~~and~~ and I guess it served it well. But you know, that old bridge finally fell down, and I understand a school bus fell down one time with it and almost killed some of our children. Well, over this year's period of time, I've seen this bridge grow --- I've seen it be built more sturdily and widened. You can go over it faster -- and I think it serves to "tie" the county together.

"To tie the county together", is really the purpose of the Knox County Economic Opportunity Council --- to provide a "vehicle" by which we can tie this county together.

I know many of you have a negative outlook toward the poverty program. I hope we can begin to do something about that negative outlook. Because I think this may be one of the best things that can happen to this county in the long run.

I think if most of you would begin to put your political differences in your back pocket -- begin to put your petty jealousies aside -- begin to think of something constructive for this community, we could have one of the finest communities in this country.

Hollis D. West
SPEECH - p. 2
April 21, 1968

I hope we can do this. I hope for the first time that all people can work together to begin to do something.

This is only the first step that we're beginning to take.

I think, as most of you know, I'm trying to build a different image for this Agency. I think we've been somewhat successful. It is just like that bridge, you know, sometimes it falls down and we have to start again. I'm telling you, if you would attend some of our Board meetings, it might be the most enlightening thing in the world for you. Because we do a lot of arguing -- we do a lot of quarreling -- but, I think, in the long run, this may provide the kind of vehicle that begins to solve some of the problems here.

There have been many, many rumors that fly around about the kind of agency that we run. Well, the participation of people by rumors only serve to tear a community apart. I hope we can quit that kind of thing. I hope we can begin to interest the people that are downtown in business -- I hope we can interest the Civics Club -- I hope we can interest the churches -- I hope we can have everybody working together.

When you go into a community working like this --- you plan on getting run out. I think there'll probably be sometime when I'll get run out of Knox County. But I hope when I get run out that there is something left here that wasn't here before.

I hear the charges of political interest -- I hear the charges of self-interest -- this is not the kind of thing that builds a community. It's the kind of thing that serves to tear a community apart.

Hollis D. West
SPEECH - p. 3
April 21, 1968

As long as I'm here -- and as long as I'm Director of this program -- we are going to do everything that we can do to build this community.

Maybe there's an advantage to being from the outside -- because I think sometimes outsiders may be able to look more objectively at what we're doing than some of us who have been here for a long time.

Let me tell you something. I was a poor boy --- and I'm still poor, I guess. I make a good salary but I think I earn that salary. I lived in a community that fought and bickered and quarreled for years. But one day that community decided that they were going to quit bickering -- quit quarrelling -- and quit fighting and quit using political pressure. And today that community is flourishing. There is nobody who is wanting for a job.

We can do the same kind of thing here today if the people are ready to make the commitments.

It takes a commitment on the part of the poor -- it takes a commitment on the part of the businessman -- it takes a commitment on the part of everybody in this county. And YOU have a responsibility as well as I do.

I'm not up here begging you to build a building here. I'm saying to you that you have a responsibility to make an investment in your community because this investment is going to bring back tenfold every dime that is put into it.

I've been accused of preaching and I guess I do just about everytime I get before the mike -- and I've been accused of making people mad. Well, perhaps I do but this is the way I see it.

Hollis D. West
SPEECH - p. 4
April 21, 1968

I'm hoping that today, April 21st, that there is a very significant thing happening in Knox County. That for the first time the poor - the business people - the politicians - the non-politicians - the churches, and all agencies are coming together to help make this the kind of community it has the potential to be.

Thank you".

KCEOC ARTS AND CRAFTS STORE
APRIL 21, 1968

INTRODUCTION:

MASTER OF CEREMONIES

"We have a man here -- he is Vice President of the Kay Jay Local Action Group and he is one of the most talented craftsmen I have ever seen. If you have seen these covered wagons with two or three teams of oxens (that's a replica of the old covered wagons that the people traveled the plains in and opened up the west) you've seen them in the windows downtown, then you have seen some of the art work of Mr. Ed Bray.

Ed is going to be doing a lot of this art work in the future. Ed, we'd like you to tell us about it.

" THE COMMUNITY RESPONSIBILITY "

BY

ED BRAY

VICE PRESIDENT OF THE KAY JAY LOCAL ACTION GROUP

" THE COMMUNITY RESPONSIBILITY "

Ed Bray, Vice President of the Kay Jay Local Action Group

"Ladies and gentlemen, if I seem a little nervous why that I am, as you have heard, there has been a lot of money put into Knox County --- everyone has profited in one way or another --- some, more than others and those that have profited more -- these are the one's we are pointing a finger at this afternoon.

We need the help -- we don't want your shirt -- just give us one sleeve out of it and we will be satisfied.

As you know, without the poor people in Knox County this poverty program -- this money would not have been sent in here. They're the whole cause of Knox County's profiting in the way it has.

The late President Kennedy said one time that it's not what your country can do for you but what you can do for your country. I think some people misunderstood him -- I think they thought he said "what you can do to your country".

That's the way it looks to me -- so if the poor people of Knox County work out a dollar, they've got to take it down to B'ville -- they've got to spend it.

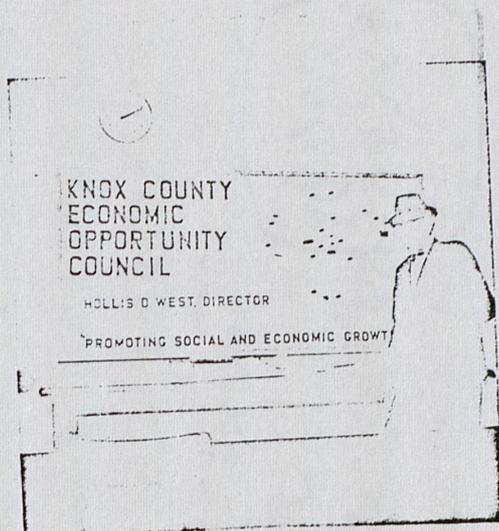
So the merchants and the business people of Knox County have profited more, in my opinion, out of this than anyone else in Knox County.

Poor people don't want to be poor! It's not their choosing why they're poor. They've got no other choice. They've not been given the opportunity to better themselves.

Mr. Ed Bray
SPEECH - p. 2.
April 21, 1968

So I think, this Arts and Crafts Store will give a few a job -- I don't know how many but if I can help my neighbor make \$10 - \$12 a day and know he has got -- not three meals but if he's got two meals and a pretty fair bed to sleep on, I think I have done a pretty fair part with what little I can do.

I thank you".



THIS PHOTOGRAPH SHOWS A DISPLAY BOARD FEATURING
A MAP OF KNOX COUNTY ON WHICH "KEYS" ARE PLACED
DEPICTING THE PROJECTS WHICH HAVE BEEN INITIATED
AND CARRIED OUT BY THE LOCAL ACTION GROUPS OF THE
KCECC.

THE GENTLEMEN IN THIS PHOTOGRAPH, MR. ALEXANDER
MCDONALD (A FORMER VISTA), PREPARED THE SYMBOLS
OF THE 14 COMMUNITY CENTERS, LAKE PROJECTS, PARK
PROJECTS, CANNON INDUSTRIES, ETC., TO INCLUDE ON
THIS MAP.

READINGS

- Biddle, William W., and Biddle, Loureide J., The Community Development Process, Chicago: Holt, Rinehart, and Winston, Inc., 1966.
- Bloomberg, Warner Jr., "Who Can Activate the Poor: One Assessment of "Maximum Feasible Participation," Prepared for SSSP-ASA Session on Poverty and Progress, San Francisco, California, August, 1967.
- Dunne, George H., (ed.) A Report on the 175th Anniversary Conference on "Poverty-In-Plenty: The Poor in Our Affluent Society," at Georgetown University, Washington, D. C., New York: P. J. Kenedy & Sons, January, 1964.
- Hayes, Samuel P. Jr., Measuring the Results of Development Projects: A Manual for the Use of Field Workers, UNESCO, 1959.
- Holmberg, Allen R. and Dobyns, Henry F., "The Process of Accelerating Community Change," Human Organization, Vol. 21, No. 2, Summer, 1962.
- Hyman, Herbert H., Wright, Charles R., and Hopkins, Terrence K., Applications and Methods of Evaluation, Berkley, California: University of California Press, 1962.
- Kluckholm, Florence R., "The Participant Observer Technique in Small Communities," American Journal of Sociology, Vol. XLVI, No. 3, 1940.
- Koch, William H. Jr., "The Dual Approach--An Alternative in Community Development," Paper prepared for a Symposium on Community Development in California, Asiloma, California, July, 1963.
- Lippitt, Ronald; Watson, Jeane, and Westley, Bruce, The Dynamics of Planned Change, New York: Harcourt, Brace, and World, Inc., 1958.
- Morgan, James N., David, Martin H., Cohen, Wilbur J., and Brazer, Harvey E., Income and Welfare in the United States, New York: McGraw-Hill Co., 1962.
- The People Left Behind, Report by the President's Advisory Commission on Rural Poverty, September, 1967.