

Mr. BRAND. That is right. For example, the City Manager is on the board. The Bar Association is represented, the Medical Association is represented, the labor unions are represented.

Mr. QUIE. And you select the representative for each of these groups?

Mr. BRAND. We ask them to tell us who they want and then an actual election is made by the Board, but we ask the Labor unions to give us their recommendation and help us select.

Mr. QUIE. This is the way you operate with every group other than the representatives of the Board, is that right?

Mr. BRAND. That is right. The board of directors does not have the opportunity of rejecting a representative of the poor who has been properly elected by their neighborhood.

Mr. QUIE. When did you first get one-third representation on the board?

Mr. BRAND. From the very beginning.

Mr. QUIE. Were these poor people?

Mr. BRAND. Excuse me, in the very beginning, I believe the original requirement was 25 percent and from the very beginning we had 25 percent representation on the board. We later voluntarily increased this to one-third because we felt benefited from the participation of the poor.

Mr. QUIE. How often does the board meet?

Mr. BRAND. Once a month and then special meetings as required.

Mr. QUIE. Does the entire board meet rather than an executive committee?

Mr. BRAND. The entire board meets and we have to have a quorum or else we can't do any business.

Mr. QUIE. You mentioned previously that 350 people were employed by TAP.

Mr. BRAND. Yes, sir.

Mr. QUIE. These are the people directly employed by TAP?

Mr. BRAND. This will not include the Head Start teachers by the school system.

Mr. QUIE. How much money have you received in this last year? Is that in your testimony anywhere?

Mr. BRAND. The 1960 TAP financial statement is on the inside back cover of this report if you would like to look at it. It is 2.8 million dollars. Administrative cost of about 10 percent, which, as I said in my testimony, is a lower cost than I am able to do in my business.

Mr. QUIE. Lower cost than that?

Mr. BRAND. A lower cost than I am able to do in my business as the cost of administration.

Mr. QUIE. How do you account for that? Do people give freely of their time?

Mr. BRAND. We have a large number of volunteers and we have been pretty tough on them because this is public money.

Mr. QUIE. So the 350 are the ones who are employed plus the volunteers. How many volunteers do you have in the program?

Mr. BRAND. You have to define a volunteer. We have hundreds of people who give some time but we also have a few people who are full-time or half-time volunteers. Every week they give half of their time.

Mr. QUIE. Do you have this broken down to a full-time equivalent or do you just list them and the various times they spend?