

4056 ECONOMIC OPPORTUNITY ACT AMENDMENTS OF 1967

to keep a tight rein on the centers. The vertical organizational structure, with its several chains of command to the departments within the centers, would seem to accomplish control by the CAA.

Center Directors also meet at CAA once a week to discuss problems and policies and programs and in turn have staff meetings on the next day to pass on what was discussed.

Thus, evidence may support a feeling expressed by some staff members that any amount of autonomy presently existing at the Center level may very well be lost in the growing complexity of organization controls, or "there's too much red tape."

5. Budget

The total budget for the current year for the neighborhood center projects in the community was approximately \$1,250,000, fairly equally divided among twelve centers. For the Center under study, approximately 85 percent of its \$100,000 budget is for salaries. The funding for specific projects is done separately. Thus, the CAA budget includes separate items for employment services, health, etc.

6. Center Goals and Programs

This particular Center is one which serves as a focal point for community action to raise living standards of a poor population. The type of community action originating from the Center in its formative months was of a militant and rebellious nature—a demonstration, a strike, a march on City Hall. The program was condoned and, in fact, generated by the Center Staff.

After some months, the CAA staff intervened and instituted a change of emphasis by "promoting" the original Center Director to its offices downtown. New staff members were hired to head the present departments of Manpower, Family Services, and Neighborhood Development. It was the view of the CAA that basic problems of poverty, unemployment, and substandard housing might be solved more systematically. Policy calls for continuing emphasis on achievement of goals without the use of open pressure.

7. Outreach

There is a great deal of emphasis placed on reaching clientele in the area in order that staff members may become more familiar with the locale, its people, and its problems, and so that Center services may become available to all who need them. The attitude of Center personnel is that maximum effort, whether militant or peaceful, is required for community improvement. When the Center was initially organized, the workers enlisted were those with a history of personal contacts through other organizations; e.g., political groups, civil rights, etc. The feeling continues to be that the indigenous worker can provide the liaison between the skilled counselor at the Center and the poor. He contacts clients through door-to-door campaigns and at club meetings and assemblies. The most effective contact is almost always a personal one; this is the contact that brings most residents to the Center. Fliers, loudspeakers, newspaper publicity have been employed with little result. A meeting advertised by one of these methods has been known to bring out only four residents but a multitude of civic leaders.

The Center employs over thirty workers to effect this type of personal contact which seems to be necessary, but their number is inadequate to reach all of the 15,000 homes in the area. Budget limitations at this time will not allow the employment of any more such personnel. This problem is viewed as a most important one by all levels of Center personnel.

There has appeared another factor which represents a problem to the outreach program. The staff has been known to refuse to notify residents about programs with which they do not agree. It was noted that the block workers balked at advertising the Head Start program because they did not agree with the qualifications set up for participants. Additional block workers had to be hired; valuable time was lost; and many residents probably were not notified of the program.

It was noted by our observer that perhaps existing organizations such as churches were not being utilized for outreach. This idea seemingly had not occurred to Center workers.

8. Target Area

The city in which this Center is located in an urban locale of about one million people. The 40,000 population served by the Center has shifted drastically in the last fifteen years from an area identified as Jewish to one clearly Negro (75.