

Program and one of its working teams are headquartered in one of the neighborhood centers sponsored by the CAA.

2. *Relationships With Other Organizations*

The Outreach Program is a small part of a vast, complex service network composed of many organizations and agencies, both public and private. Personnel of the Outreach Program have working relationships with the CAA, its neighborhood centers and other components; the private Welfare foundations, one of which sponsors the Outreach Program; a Community Information Program and its sponsor, also a private welfare federation; and the various settlement houses and traditional public welfare agencies serving the area.

The line of authority for the Outreach Program begins with the CAA structure, extending down through the Neighborhood Centers Association to two private settlement houses which supervise the Outreach staff. Due to a similarity of philosophy, the Welfare Federation, settlement house people and Outreach personnel experience a good working relationship. They are community action oriented rather than merely service oriented as are the established public agencies which are aligned with the CAA. It was the distinct impression of our researcher that CAA and public agencies were doing everything possible to contain action elements, including the Outreach Program, and concentrate on providing more and more services to the people. Subsequent events bore out the opinion of our researcher when the CAA made the decision to reduce organization personnel from 120 to 19 by cutting down this part of the budget request. Duties of Outreach workers will in the future be confined to dispensing information about available services and providing referral or immediate service to the client.

It is intended that Outreach workers recruit clients and refer them for service to the established agency personnel in the neighborhood service centers. This procedure is not always carried out in practice, however, as the Outreach worker often finds that he is able to personally perform a service for the client that he feels is superior to the agency services. This may in fact be true. The needs of the people and demands for services are so overwhelming that the neighborhood center is constantly teeming with clients. Consequently, the case loads of agency personnel are too burdensome to allow for the type of personalized service and counseling that each individual requires. Outreach workers do provide a more personal type of service for their clients. They feel that the inadequacy of the agencies in meeting the needs of the population necessitates duplication of agency services by outreach personnel.

There has been some conflict between Community Information and Outreach workers over the tendency of Outreach to take over responsibilities of other agencies and programs. As viewed by Community Information, its duties are to work with block and neighborhood action groups after they have been initially organized by Outreach. We were told by Community Information that Outreach refuses to let go of groups they have formed; Outreach tends to want to follow through and take over the responsibilities which should be allotted to Community Information.

The same conflict exhibited in anti-poverty programs in other areas can be seen here—a conflict of community action emphasis versus the service emphasis. Here we find that the CAA and established agencies are aligned together, sharing the philosophy that action elements are dangerous and should be suppressed. Emphasis, in their view, should be on a greater utilization of available services. The voice of dissent is provided by the two private welfare groups and the poverty program personnel under their sponsorship. They feel that traditional services have been proved ineffective and that with proper direction and leadership, potentially "dangerous" action elements can be channeled into constructive appeal groups which give voice to their grievances through legal and peaceful methods.

3. *Organizational Arrangements*

CAA Board of Directors

In order to provide an overall view of this Board it is necessary to discuss its development in two stages. (1) The first is the planning stage during which the city officials attempted to set up a private corporation separate from the city government. It was not intended that representatives of the poor be included in its membership; the original board was comprised of a group of civic leaders appointed by the mayor. In March, 1964, the group began to develop proposals and