

by November of that year the package was submitted to OEO for funding. A dispute arose between city founders and the OEO over the fact that the poor were allowed no participation. This stage was beset by controversy over the role of the poor. The resulting holdup of federal funds caused many difficulties in securing personnel and space for the various programs. (2) The second stage of development began when the Mayor's Committee acquiesced to OEO and the board membership was broadened to include representatives of poor groups and target areas. Of the thirty members now on the board, seventeen live in or have businesses in the target areas; twelve are Negroes; and five were elected by the poor. Projected plans call for two (instead of one) representatives to be elected from each of the five Center Boards.

Neighborhood Centers Association

This federation consists of representatives from various private settlement houses and welfare agencies located in target areas throughout the city. The association acts as a sub-contractor to the CAA to sponsor the Outreach Program. A perusal of their regulations indicates that the membership of the association is open to representatives of all private welfare agencies and other interested citizens. There was no express regulation providing for participation of the poor on this board.

Center Opportunity Boards

Consisting solely of neighborhood people from target areas, these five boards are in a position to afford the poor some participation in CAA programs. The boards function to discuss needs of the area and make recommendations to the CAA and Center Directors concerning programs to meet these needs. Memberships of Center Opportunity Boards are composed of delegates from various neighborhood clubs that have been formed throughout the target areas by Outreach Workers. At the time of our study, each Center Board was represented by one delegate on the CAA Board of Directors. Future plans include the election of an additional CAA Board member from each of the Center Boards.

Outreach Boards

These boards are the counterparts of the Center Opportunity Boards and are to be set up to direct the activities of the five Outreach Programs. At the time of our study, the Outreach Program on which we focused was still in the process of forming the neighborhood clubs which would in turn elect the delegates to the Outreach Board in that area.

Administration of the Outreach Program

Under the supervision of the Outreach Director for this area of the city are five teams of workers whose primary functions are "to familiarize the residents of the area about the services available to them and to motivate participation."¹ Each team is headed by a supervisor who is a professional, and includes five or six Outreach Workers, a Vista volunteer, a secretary, and neighborhood volunteers. With the exception of the professionals and the Vista volunteers, the staff people are residents of the target area.

All staff members in the Outreach Program were hired by the Neighborhood Centers Association. Training for staff workers is almost nonexistent. An allocation of \$7,500 per year for staff training indicates the lack of emphasis afforded this part of the Outreach Program and the importance CAA must give to on-the-job training. A part-time professional training consultant, part-time clerical assistance, building space, and supplies are all budgeted out of this amount.

4. Control of Outreach Programs

The chain of command from the CAA offices down to the various Outreach workers is so complex that from all appearances, many of the workers operate independently of directives "from up there." This trend has developed to the extent that various workers have developed their own particular specialties for service and have worked out reciprocal referral arrangements.

Supervisory personnel connected with the Outreach program informed us that a great deal of their time and energy is expended toward coordinating the directives of the CAA offices with those of their sponsoring organization, the Welfare Association. These instructions, they told our researcher, are frequently

¹ CAP Form 20., dated 7-11-66.