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Council for Economic Opportunities in Greater Cleveland, reports,
1967.

COUNCIL FOR ECONOMIC OPPORTUNITIES IN GREATER CLEVELAND
1350 West Third Street
Cleveland, Ohio

DRAFT

June 20, 1967

OBSERVATIONS OF OUTREACH ACTIVITIES

This is a report of the observations made by this researcher during the week of June 12-16, 1967, in connection with the evaluation of the Central Outreach Program. The purpose of these observations was to obtain a record of the daily activities of an Outreach worker, so that Outreach activities might be related to the stated goals and objectives of the Outreach Program.

This researcher arrived at the Central-West Outreach office, 3708 Central on June 12, 1967 at 8:30 a.m. The building was locked and secured. After waiting five minutes, I went to the main office at 2567 East 55th Street, where I was advised that Paul Jackson was the supervisor of the Central-West Outreach office. I was about to contact Mr. Jackson by phone at 8:50 a.m. I identified myself and my organizational affiliation. Mr. Jackson advised me to return to the Central-West Outreach office to meet the neighborhood counselor with whom I would be working. I was informed that I would be working with a Mr. Edward Simms, who had called in earlier and indicated that he was making a contact prior to arriving at his office.

9:05-9:45

Explained the nature of the research activity being conducted to Mr. Jackson. My role was to be passive.

9:40

Mr. Simms arrived at the Central-West Outreach office.

9:50-10:00

Follow-up contact on a Mrs. W., of 2209 East 38th Street

RE: Public assistance

ACTION TAKEN: Referred client to Mrs. Settles, County Welfare Department.

10:05

Street contact with a Mr. B.

RE: Employment

ACTION TAKEN: Client asked to come into office for a job referral.

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10:10

Mrs. T., 1967 East 40th Street. Follow-up contact

RE: Assistance in contacting case worker. Client unable to contact case worker. Stated case worker had made but one visit in the past six months. Client wants to move but needs to notify County Welfare prior to moving in order to comply with regulations and avoid an interruption of her service.(checks). Client has chronic heart condition and stated that she has difficulty in seeing.

ACTION TAKEN: Called County Welfare several times. Unable to contact client's worker, left message for him to return call.

11:10

Mr. H. Follow-up contact at 1717 East 55th Street. Client had moved. Spoke to building manager about forwarding address. Client left no forwarding address.

11:25

Outreach worker contacted Mr. H.'s wife on her job. New address 5510 Whittier, Apartment #7.

11:30

Mr. H. interviewed

RE: His recent release from the hospital with a heart condition.

ACTION TAKEN: Registered with Project Aim.

1:15

Central Outreach East. Two calls to County Welfare for worker of Mrs. T.

3:15

Central Outreach West. Paper work

Tuesday, June 13

8:30-10:45

Office contact Mr. L.

RE: Metropolitan Housing

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10:45-11:30

Follow-up contract. Mrs. W.

RE: Glasses

ACTION TAKEN: Referred to Mrs. Settles, County Welfare.

11:35

Mr. W. Central contract

RE: Continuing of block club.

ACTION TAKEN: Requested client to come into office.

11:53

Miss B., 4211 Green Court

RE: Metropolitan Housing.

ACTION TAKEN: Client not at home. Left notice of visit.

12:10

Central Junior High School

RE: Outreach workers processing application "1060B".
Three Outreach workers present. 69 applications
processed Tuesday as of 12:15.

1:15

Kennard Junior High

RE: Each Outreach worker processing applications for
"1060B". 60 applications processed to date.

3:00

Mrs. D.

RE: Complaint of neighbor placing garbage in her front
yard.

ACTION TAKEN: Worker talked to neighbor who indicated he had the
approval of the Health Department to place his
refuge there. Also, the garbage was to be removed
twice a week.

4:10

Call from CIS

RE: Moving of an elderly lady.

ACTION TAKEN: Worker helped lady move.

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Wednesday
8:15-11:30

Mr. W., 2204 East 38th Street

RE: Public assistance and disability benefits. Client has plastic stomach and is not supposed to work.

ACTION TAKEN: Referred to Soldiers & Sailors Relief. Emergency food order Salvation Army. Checking with Social Security on Client's eligibility for disability benefits.

11:30

Mr. E.

RE: Emergency food and shelter.

ACTION TAKEN: Placed in City Mission. Referred to CIS for information concerning drinking problem. Referred to CSES concerning limited job placement. Scheduled for return to Central Outreach office June 21, 1967.

1:00

Mr. L., 3734 Central

RE: Metropolitan Housing. Client disqualified for Metropolitan Housing when interviewer found juke box and bar at residence which did not belong to client.

ACTION TAKEN: Case to be referred to Legal Services.

1:30-2:00

Mr. M. Transient

RE: Social Security and/or Old Age Benefits.

ACTION TAKEN: Scheduled appointments with appropriate agencies.

2:10

Mr. S., 3031 Central

RE: Selling of land

ACTION TAKEN: Client advised that worker had no authority to deal in real estate transactions and that no help, with this problem was possible.

2:30

Mr. H., 5604 Whittier. Office contact.

RE: Shoes

ACTION TAKEN: Referred to Intercity Parish.

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2:30-3:30

Meeting at Central-Central

RE: WERE radio Poverty Series

3:45

Mrs. D., 3635 Central

RE: Follow-up on garbage complaint.

ACTION TAKEN: Client's attorney contacted client and advised her not to move since she had a law suit pending for personal injury. Client plans to move on July 1, 1967.

4:15

Mrs. S., 3742 Scoville

RE: Campership for son.

ACTION TAKEN: Contacted the Phillis Wheatley Association and scheduled her for an appointment with that agency 6-5-67.

Leroy Kelly, Cleveland Browns. Street contact, agreed to visit area at later date and distribute autographed photographs of self.

Mr. B., 2198 East 39th Street

RE: Permanent job placement.

ACTION TAKEN: Client referred to Cleveland Sheraton Hotel for employment. Client placed on job.

Mrs. Jefferson, County Welfare Department. Telephone contact

RE: Mrs. S., who had unreported income and who the County was considering prosecuting for fraud.

ACTION TAKEN: Worker interceded in behalf of Mrs. S., explaining mitigating circumstances. Mrs. Jefferson anticipated that no legal action be taken.

Mr. C., 1306 East 31st Street

RE: Interview in conjunction with WERE radio Poverty Series. Client selected to represent a failure in spite of all Outreach efforts.

ACTION TAKEN: Case to be referred to workers supervisor as it is beyond the ability of that worker.

Thursday, June 15

8:30-9:00

Outreach prepared case history for WERE radio news broadcast.

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9:00-3:00

Mr. Garnett was editing minutes and attending the CEO/BNI Joint Research Committee meeting.

3:30

Central Outreach-West. Worker contacted County Welfare by phone
RE: Emergency food order. Pending assignment of case
worker for a Mrs. W., who was contacted yesterday.
ACTION TAKEN: Mrs. W. given emergency food order from County Welfare.

4:00

Call to County Welfare Legal Department, Mrs. Jefferson. Fraud charges dropped against Mrs. S. Case closed.

Friday, June 16

8:45

Preparing case history for Ken Hilderbrandt. WERE radio.

9:45

Outreach worker's wife attacked while inspecting new residence. Visited attack site. Picked up wife to transport to hospital for emergency treatment.

10:05

Call to Cleveland Police Department at East Tech High School. Youth had been beaten into a state of unconsciousness. Police came; car number 309 responded to worker's call at 10:19.

10:25

Emergency room Charity Hospital. Medical care for worker's wife.

10:30

Youth (Mr. Bogard) found unconscious in front of East Tech High School, brought into Charity Hospital emergency room.

12:05-1:00

Lunch at Central Outreach-East with Ken Hilderbrandt. Review of case histories and informal discussion.

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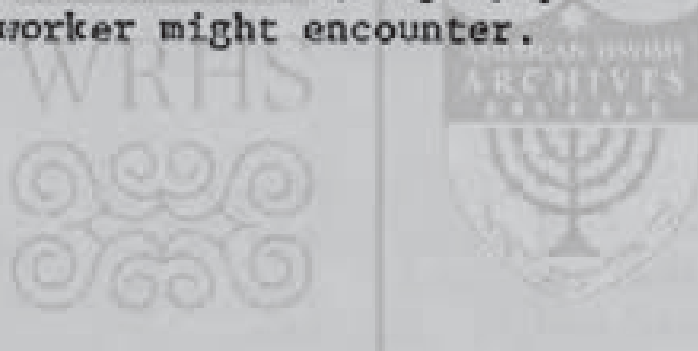
1:30

Mr. Ken Hilderbrandt and party interviewed Mrs. W., 2209 East 38th Street, tapes of interview to be used in WERE Radio Series.

2:30-3:15

Ken Hilderbrandt and party interviewed a Mr. W. at 2209 East 38th Street. Tapes to be used at WERE Radio Series.

In conclusion, it must be noted that there are no apparent boundries, for Outreach activities. Consequently, it will be extremely difficult, if not impossible, to measure the output of Outreach workers. For example, in the absence of any limitation on Outreach activity, a given worker could spend hours, if not days, attempting to solve a given problem. And while that worker may be successful in solving a particular problem, there is no effective way to evaluate his effort (output) prior to a method of weighing the various problems a worker might encounter.



DO NOT BEGIN UNTIL TOLD TO DO SO

Name _____ Sex M F Birth Date _____
Present School _____ Last Completed Grade _____
Enrollee Number _____ "1060" Participant _____
Have Held A Regular Job _____ Yes No How Informed of "1060B" _____

INSTRUCTIONS

This survey consists of three parts. Each part has a separate set of instructions. Please read the instructions carefully.

In Part I of this inventory, we would like to know what you think about the teachers, counselors and the principal at your school in terms of your experiences with them.

In Part II of this survey, we want to know what you think about families in general and yourself as a family member.

Part III of this inventory requires a slightly different response. You will be asked five questions and be given five possible answers to each question. Select the answer that most closely corresponds to how you feel.

The statements in this inventory often have different meanings for different people. The meaning which comes first to you, in reading each statement, is the best one to use. If you are not sure about any statement, give it the meaning it would have if you had made it up yourself and were saying it to a friend.

In responding to these statements, work quickly. Give the first response that comes to your mind. This is not a test. There are no right or wrong answers. All information given will be kept confidential and will be used only for research purposes.

INSTRUCTIONS PART I

Answer all items in terms of your experience with teachers, counselors, and the principal of your school.

Sample Items

Possible Answers

(1) Parents are happy when they are together _ _ _ _ _ N R S O A

(2) Friends are nice to have _ _ _ _ _ N R S O A

The response that makes the statement a sentence that seems most correct to you should be circled. The choices of response are: Never; Rarely; Sometimes; Often; Always. Circle the letter on the right to stand for the word you have chosen.

Therefore, if you believe that "parents are Always happy when they are together," or that "friends are Always nice to have," you should put a circle around the A on the right of the statement in the following manner:

(1) Parents are happy when they are together _ _ _ _ _ N R S O A

(2) Friends are nice to have _ _ _ _ _ N R S O A

Other Considerations:

Use Never to mean none of the time, under no circumstances.

Use Rarely to mean very seldom (1-5% of the time).

Use Sometimes to refer to 5-25% of the time.

Use Often to refer to 25-75% of the time.

Use Always to refer to more than 75% of the time.

PART I

KEY: Never Rarely Sometimes Often Always

1. People like me _ _ _ _ _ N R S O A
2. I feel free from danger _ _ _ _ _ N R S O A
3. People are unkind to me _ _ _ _ _ N R S O A
4. I am proud of what I do _ _ _ _ _ N R S O A
5. I look forward to being with other people _ _ _ _ _ N R S O A
6. I have confidence in myself _ _ _ _ _ N R S O A
7. I feel unsafe with other people _ _ _ _ _ N R S O A
8. I try to be careful of my personal appearance _ _ _ _ _ N R S O A
9. I wish people would leave me alone _ _ _ _ _ N R S O A
10. I am proud of myself _ _ _ _ _ N R S O A
11. I can do without other people _ _ _ _ _ N R S O A
12. I accept disappointments in stride _ _ _ _ _ N R S O A
13. Other people enjoy being with me _ _ _ _ _ N R S O A
14. I feel inferior to others _ _ _ _ _ N R S O A
15. My social activities are full of fun _ _ _ _ _ N R S O A
16. I avoid responsibility _ _ _ _ _ N R S O A
17. I like doing things with others _ _ _ _ _ N R S O A
18. I am afraid of my weaknesses _ _ _ _ _ N R S O A
19. I am able to solve my problems _ _ _ _ _ N R S O A
20. I am pleased with myself _ _ _ _ _ N R S O A
21. I feel unwanted _ _ _ _ _ N R S O A
22. I get personal satisfaction out of helping others _ _ _ _ _ N R S O A
23. I am suspicious of what others say or do _ _ _ _ _ N R S O A
24. I am trusted by others _ _ _ _ _ N R S O A
25. I enjoy being alone _ _ _ _ _ N R S O A
26. I have a feeling of importance among other people _ _ _ _ _ N R S O A
27. People try to avoid me _ _ _ _ _ N R S O A
28. I get along well with other people _ _ _ _ _ N R S O A

KEY: Never Rarely Sometimes Often Always

29. I feel worthless _ _ _ _ _ N R S O A

30. I am accepted by other people _ _ _ _ _ N R S O A

CONTINUE TO PART II



INSTRUCTIONS PART II

In part II of this survey, we would like to know what you think about families in general and about yourself as a family member. You may give opinions about the people who were parents and those who were children when you were a child. You may also give opinions about your own family.

The responses are the same as those used in part I. (Never, Rarely, Sometimes, Often, Always). Circle the letter at the right that stands for the word you have chosen, which makes the statement most correct to you.



PART II

KEY: Never Rarely Sometimes Often Always

1. Children fight with one or both of their parents _ _ _ _ _ N R S O A
2. Parents handle their kids well _ _ _ _ _ N R S O A
3. Children have trouble with their families _ _ _ _ _ N R S O A
4. Children do things to spite their parents _ _ _ _ _ N R S O A
5. Mothers nag their children _ _ _ _ _ N R S O A
6. Children can reason with their mothers _ _ _ _ _ N R S O A
7. Children are spanked unjustly _ _ _ _ _ N R S O A
8. Children can discuss sex matters with both their parents _ _ _ N R S O A
9. Children are afraid of their mothers _ _ _ _ _ N R S O A
10. Matters dealing with sex cause trouble between
children and their parents _ _ _ _ _ N R S O A
11. Mothers scold their children unjustly _ _ _ _ _ N R S O A
12. Children distrust their mothers _ _ _ _ _ N R S O A
13. Both parents understand their children _ _ _ _ _ N R S O A
14. Children hate their fathers _ _ _ _ _ N R S O A
15. Fathers disbelieve their children _ _ _ _ _ N R S O A
16. Fathers do things to spite their children _ _ _ _ _ N R S O A
17. Fathers scold their children unjustly _ _ _ _ _ N R S O A
18. Mothers disbelieve their children _ _ _ _ _ N R S O A
19. Children distrust their fathers _ _ _ _ _ N R S O A
20. Children have grudges against their fathers _ _ _ _ _ N R S O A
21. Children are afraid of their fathers _ _ _ _ _ N R S O A
22. Children hate their mothers _ _ _ _ _ N R S O A
23. Children like to spend time with their parents _ _ _ _ _ N R S O A
24. Mothers do things to spite their children _ _ _ _ _ N R S O A

INSTRUCTIONS PART III

The following list of sentences describe observations of life. If you strongly agree with the statement as it stands, underscore the words "strongly agree." If you are undecided, underscore "undecided," or whichever response corresponds most completely with the way you feel.

PART III

1. In spite of what some people say, the lot of the average man is getting worse.

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
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2. It's hardly fair to bring children into the world with the way things look for the future.

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
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3. Nowadays a person has to live pretty much for today and let tomorrow take care of itself.

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
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4. These days a person doesn't really know who he can count on.

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
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5. There's little use writing to public officials because often they aren't really interested in the problems of the average man.

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
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COUNCIL FOR ECONOMIC OPPORTUNITIES IN GREATER CLEVELAND
1350 West Third Street
Cleveland, Ohio 44113

TO: Board of Trustees

DATE: August 21, 1967

FROM: Kenneth W. Clement, M.D., Chairman
Community Participation Committee

SUBJECT: Community Participation Committee Report

Since the last regular meeting of the Board of Trustees, the Community Participation Committee has met and has been principally concerned with the following items:

(1) Citizen Participation

In response to a request from Mr. Hilbert Perry of the Protestant Ministry to Poverty, the Committee held a meeting to which it invited Mr. Perry. Mr. Perry stated that it was the feeling of his group that the Council's Board of Trustees was not in compliance with a provision of the Office of Economic Opportunity (CAP Memorandum #57) due to the fact that the poor were inadequately represented on its Board of Trustees.

In response, the Committee made clear that the present system of representation had evolved over time, and no one had ever represented it to be the ultimate, or the best system available. It was, however, a workable system which had in fact, provided for meaningful and viable representation of the poverty area people in the processes and policy decisions of the Council. As far as compliance with Memo #57, that compliance has been clear, and it has been assured; furthermore, that the CEO is in compliance with that Memo is testified to by the fact that we have been refunded. Moreover, not only is more than 1/3 of the Board made up of representatives directly elected by the target neighborhood areas, or from the areas, but also each of the various subcommittees of the Board, which constitute by far the largest working policy bodies that function in the Council, are made up almost entirely of representatives chosen by each of the five Community Opportunity Boards. Mr. Perry did not know this and, as such, he was invited to attend the meetings of these subcommittees and committees of the Board so that he might make an informed judgment concerning the operations of the Council, and the representation which is accorded neighborhood residents thereby.

The Committee extended to any person or group wishing to express its opinions, or concerns, an invitation to do so before the Committee at any time. This is the policy of the Committee, and it will continue to be. The Committee intends to hold open public meetings in each of the five areas during the coming weeks. It has scheduled a meeting at the Hough Opportunity Center for Friday, August 18, 1967. Another meeting will be held at the Central Opportunity Center on Friday, September 1, 1967.

The Committee has been advised by the Glenville Community Opportunity Board that an election was held in the Glenville area on May 28, 1967 in order to nominate a representative from that area to sit on the Council's Board of Trustees. This election did follow the guidelines for electing target area representatives, and the Glenville Community Opportunity Board President, Rev. David Chappell, has sent the results of this election to the Committee. As it is the intention of the Glenville Community Opportunity Board to have two representatives serve, Rev. Chappell sent the names of Mr. George Edwards and Mr. Russell Davis. However, since only one elected representative is provided by the present system of the Council's Board of Trustees, the Chairman of the Community Participation Committee conveyed to Rev. Chappell the fact that the Committee would certify whichever nominee the Community Opportunity Board selected as its first choice, and that this person would be presented to the Council's Board of Trustees at the next regular meeting. The other nominee would serve as an alternate. To date, the Community Participation Committee has not received a response in this regard and, therefore, it has no report on the matter of the nomination of a representative from the Glenville area.

(2) Invitation to Hough and West Side Area Councils and Community Opportunity Boards Concerning Demonstration Resident Participation Program

It has come to the attention of the Committee that there have been a varying degrees of success in terms of the operations of Community Opportunity Boards. Some have met regularly, and some almost never. Since resident participation is such a vital part of the anti-poverty program, and as we really don't have the answers to what works best in all instances, the Committee has invited the Hough Area Council and Community Opportunity Board and the West Side Area Council and Community Opportunity Board to come together and discuss plans and ideas as to what the Council's Board of Trustees may do to improve the involvement of people in, and operations of, the Community Opportunity Boards. To the end of increasing the effectiveness of community participation, the Committee has invited the aforementioned area groups to submit written proposals concerning what they would consider to be a better alternative. To date, the Committee has received an affirmative response from Mr.

Frank Schiros, President of the Area Councils' Association, and Mr. DeForest Brown, President of the Hough Area Council and Mr. Davis of the Hough Community Opportunity Board. We intend to study the suggestions of these groups and to consult with the Priorities Committee concerning what action may be appropriate to effect worthy requests.

(3) Role of the Community Opportunity Boards

The Committee also discussed the role of the Community Opportunity Boards. Specifically, the question of whether or not a Community Opportunity Board had the power to veto a program was raised. It was suggested that the exercise of this kind of power might increase community participation.

After an extended period of discussion, the Committee felt that the Community Opportunity Boards would always be invited to express their opinions and suggestions on any given proposal or program which would relate to their respective areas. This would not, though, imply that any single group, or simple combination of groups, may be put in a position, or accorded the power of, denying needed services to an inner-city target area. In that regard, a motion was made by Rev. Bruere and seconded by Rev. Branch that such will be the official policy of the Committee. The Committee ended by expressing its policy that neighborhood expressions and opinions are a valuable tool that help to shape and amend new or present programs, as necessary to render such community responses.

COUNCIL FOR ECONOMIC OPPORTUNITIES IN GREATER CLEVELAND
1350 West Third Street
Cleveland, Ohio 44113

TO: Board of Trustees

DATE: August 21, 1967

FROM: Rev. Emanuel S. Branch, Jr.
Chairman, Management Committee

SUBJECT: Management Committee Report

The Management Committee has met twice since the last regular meeting of the Board of Trustees. A special meeting of the Committee was convened on Friday, July 7th with representatives of the Department of Labor and the Office of Economic Opportunity in attendance. The purpose of the meeting was to discuss several recommendations advanced by the Bureau of Work Programs to improve the efficiency of the operation of the Neighborhood Youth Corps program. Agreement was reached, and a time schedule established, for the implementation of the various recommendations. The Committee is pleased to report that progress has been made by the Council's staff on each of these recommendations within the time allotted, and to the satisfaction of the Bureau of Work Programs, Department of Labor.

In line with these recommendations was a re-examination of the role of the "Counselor-Aide" in the Neighborhood Youth Corps program. This re-examination brought to light the fact that the youth enrolled in the program needed counseling requiring an expertise which only could be developed by a training and experience in that discipline. Consequently, a restructuring of the NYC program was effected to use the non-professional neighborhood residents more effectively to ensure the success of the program for the enrollees. In seeking other alternatives in the use of non-professionals, the very vital role these people may play in the recruitment process has been realized. Most of those non-professionals affected by this restructuring are thus being used in recruitment and neighborhood liaison positions, and positions open to non-professionals in other programs have been found and are being made available. For your further information, I am attaching a copy of the statement made on behalf of this Committee by Mr. Charles P. Lucas, Vice Chairman of the Management Committee.

A regular meeting of the Management Committee was held on Tuesday, August 15th. It was reported that with one exception, all programs had submitted required monthly reports by the 10th of the month deadline. This followed the circulating of a letter, signed by the Chairman of the Management Committee, reminding delegate agencies of the importance of the reporting deadline. The Committee received a printed, up-to-date report on program finances and participation.

The Committee voted to deny a request by Mr. Martin Berdit, Director, Council of Churches Child Development Program, for an exemption from provisions of the Code of Personnel Policies and Procedures. Mr. Berdit had requested that

his classroom personnel be allowed five weeks of vacation time; three weeks in the summer, one at Christmas and one week at Easter. In his request, Mr. Berdit stated that poor attendance is encountered during the two holiday periods and that it would be no loss to discontinue classes at those times. The Committee agreed that the four weeks vacation allowed by the Code is sufficient and liberal, that the program has been funded to operate for 48 weeks, and suggested that during periods of poor attendance, evaluation and staff training might take place.

The Committee was informed that the staff will soon institute an "Information-Inquiry System" which will assure a prompt, thorough and documented response to all requests and complaints received by the Council. The Committee was also apprised of further progress made in implementing the recommendations of the Bureau of Work Programs concerning the Neighborhood Youth Corps.

The next meeting of the Management Committee has been scheduled for 12:00 Noon, Tuesday, September 12th in the Fourth Floor Conference Room at the Council's offices.

:mlr



Statement of Mr. Charles P. Lucas, Vice Chairman
Management Committee, Board of Trustees
Council for Economic Opportunities

Since its very beginning, there has been a continuous review of the Neighborhood Youth Corps program so as to determine its effectiveness and, further, to make certain that all of its operating procedures were in keeping with the expressed intent of the act which set up the NYC program, and also in conformity with the guidelines of the U. S. Department of Labor. Most recently, the staff has been working with representatives of the Department of Labor to further strengthen the project in light of our experience in Cleveland, as well as the experiences of other projects around the country.

There have been several items under study, chief among which has been the role of the "Counselor-Aide". The Council for Economic Opportunities has demonstrated a strong and abiding commitment to the use of non-professionals in all of its programs. It is recognized that the best way to reach people in the neighborhoods that need services is through the use of non-professional neighborhood residents acting in a liaison capacity. This is, and shall continue to be, the policy of the CEO.

However, the Council also recognizes its principal responsibility to the youth who are enrolled in the NYC project. Indeed, they are the very reason that the project exists, and they must be assured of the best supportive services available to meet their unique needs. Experience has shown that there are more effective ways of meeting the needs of these enrollees as related to counseling. It has become apparent that the expertise needed in the counseling of these enrollees cannot be developed without a considerable amount of training and experience in that discipline. As such, we have had to reconsider and re-think the role of the various staff personnel.

Keeping always in mind that our prime obligation in the NYC program is to help the enrollees of that program, we shall seek other positive ways to use the talents of non-professional people. In seeking other alternatives in the use of non-professionals, we are mindful of the important role that non-professionals may play in recruitment. We fully expect that, with training and supervision, non-professionals can and will continue to play a vital role in the NYC project. In the weeks to come additional study will be given to this aspect of the project.

We intend to assist in every way possible those affected to seek employment relocation. We expect that, in view of the experience that these people have had in the NYC program, they will stand in a particularly advantageous position to gain employment with other community agencies that now utilize non-professionals. The Council will work cooperatively to make certain that, on the basis of competence, need, and area residence, every person affected will be given every assistance possible. We are appreciative of the contributions that these people have made in the past months, and this shall always be remembered as we move ahead in meeting the needs of our youth in this very meaningful program.

8/2/67

COUNCIL FOR ECONOMIC OPPORTUNITIES IN GREATER CLEVELAND
1350 West Third Street
Cleveland, Ohio 44113

TO: Board of Trustees

DATE: August 21, 1967

FROM: Dr. James A. Norton, Chairman
Priorities Committee

SUBJECT: Priorities Committee Report

Since the last regular meeting of the Board of Trustees, the Priorities Committee has met to conduct the following business:

- (1) We have reviewed the activities of the Needs & Resources Subcommittee, together with the prospectus of activities for that committee during the present program year.
- (2) We have reviewed the process of planning for the Hough Multi-Purpose Service Center. The Committee, after some deliberation, favors a site location at East 79 Street and Euclid Avenue, as it would most effectively serve the needs of the geographic area delineated for service. The Committee also encouraged the involvement of the Needs & Resources Subcommittee in the continued planning of the Hough Multi-Purpose Service Center, and asked that the Council's staff maintain constant liaison with this planning.
- (3) We have reviewed and discussed an Inquiry/Information System, which was devised by the staff in response to a request from the Committee. This is a system, which will make certain that any request for information, or a complaint, is accorded, and acted upon, and the person who filed the original request/complaint notified promptly of the action taken.
- (4) We have reviewed the invitation from Mr. Jule Sugarman, Associate Director, Project Head Start, for the Council to participate in the development of a proposal for a Parent-Child Center. It authorized the staff to proceed and submit a plan by the August 28, 1967 deadline.
- (5) We have discussed alternative procedures for reviewing proposals for Fiscal Year 1968 refunding. These alternatives include:

- (a.) The Proposal Review Subcommittee could begin their review of proposals in September and ask the agencies to make two major types of presentations.
 - (1.) During September, the agencies could make presentations focusing on their evaluation of the program which they have operated from November, 1966. At these presentations, Committee members could respond with discussion about neighborhood reactions to the programs during the year and suggest modifications which should be made in the program for next year. Through the process, the Proposal Review Subcommittee could actively participate in planning for next year's programs.
 - (2.) Following the initial presentations, beginning approximately the first week of October, agencies would present complete refunding proposals with procedures similar to those of last year.
- (b.) The review process could begin during the first part of September, with delegate agencies instructed to develop their plans for next year with three alternative possible amounts of funds: for example, what program would they develop with a 20% reduction in funds; what program would they develop with the same amount of funds as last year; and what program would they develop with a 20% increase of funds. Such procedures would have the advantage of helping the Proposal Review Subcommittee and the Priorities Committee establish a rational system of priorities in refunding programs based on the committee member's own appraisal of the programs which the agencies plan to develop with the different amounts of funds.
- (c.) Alternatives one and two might be combined, with agencies developing proposals in line with the second alternative but focusing on the agency's evaluation of their current program and its future plans with reductions, the same amount of funds, or more funds for next year in its initial presentation. After the initial review, the agencies could redevelop their proposals in line with what has been worked out between the delegate agencies, the Subcommittee and the Priorities Committee. Through this alternative, the Committee would be involved in planning to a greater extent, as well as in establishing priorities for refunding programs.

It was the Committee's opinion that alternative (c.) was most appropriate in the present situation, and we directed that the staff take steps necessary to help accomplish that alternative.

Very shortly, the delegate agencies will be called upon to prepare the proposals for the 1968 refunding. As such, it would be extremely helpful if any Board member who has an opinion, or a concern, relative to any of the programs, would make this opinion or concern known to the Priorities Committee so that it might be considered and, if appropriate, have an effect on the current refunding process.

:mlr



COUNCIL FOR ECONOMIC OPPORTUNITIES IN GREATER CLEVELAND
1350 West Third Street
Cleveland, Ohio 44113

M E M O R A N D U M

TO: Board of Trustees DATE: October 13, 1967
FROM: Donald S. Carmichael, Chairman
SUBJECT: Synopsis of Evaluation of "1060B"

Relationship to Evaluation Program

The "1060B" Program was designed and implemented during an "exploratory" phase of the CEO/Battelle Memorial Institute Project when the basic systems analysis approach to program evaluation was being worked out. "1060B" offered an opportunity to test the applicability of this "objective-activities-measures of effectiveness approach".

Further, CEO is developing a schedule for building an evaluation procedure into its programs from the outset, thus providing for the collection of necessary information on program participants during program operation. "1060B", because it came along at a crucial moment in this development and because it was small enough and of a short enough duration to minimize cost and effort, served as a useful test case for built-in evaluation.

Methodology

Four principal methods were selected to obtain the information needed to evaluate the program:

- (1) To measure attitude change that might be attributed to "1060B", three scales were administered to a sample of enrollees prior to program exposure, and again six weeks into the program. The scales measured attitude toward self (how the enrollee felt about how other people saw him), intrafamily conflict (parent-child friction), and attitudes about society in general (estrangement);
- (2) To determine the family background of participants, and how they evaluated the program, two hundred randomly selected enrollees were interviewed.

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- (3) To identify the population (age, sex, neighborhood of residence, etc.) reached by the "1060B" program, the entire central file was reviewed. Each application was reviewed individually, and the pertinent information transcribed to an alphabetized list.
- (4) To obtain agency assessments of enrollee work performance, and to explore problem areas, a questionnaire was submitted to a sample of agency supervisors.

FINDINGS

The Enrollees

2,063 boys and girls were processed and placed on the "1060B" payroll. Of these, 62.4% were male, 37.6% female; although far more girls applied for admittance to the program, the demand for male personnel was far greater than for female.

More than thirty-five percent (36.4%) of the enrollees were 14, 40.5% were 15, and 23.1% were 16 years of age.

More than 90% of the "1060B" enrollees came from the five target areas (Central, Glenville, Hough, Kinsman, Near West-Tremont); over 90% (91.3%) met poverty criteria which required that the source of family income be public funds, or that family size and private income place the family in poverty status.

Further, 88.5% of the enrollees came from families where one or both parents were not employed, and only about 50% (53.5%) of the youngsters came from intact families.

The Program

The "1060B" Program, intended to provide employment for 1900 young people, eventually processed over 2,000. Of these, only 5.2% dropped out of the program before it was completed.

The jobs performed by "1060B's" fell predominantly into the general maintenance category (62.8%). Some 25% of the enrollees were involved in activities intended to provide cultural enrichment for themselves or others. Slightly over 5% performed clerical tasks and the remainder were engaged in child care activities.

Both agency supervisors and enrollees were asked to evaluate the program. Agency supervisors overwhelmingly approved of enrollee job performance (91%) and felt that the presence of the "1060B's" had contributed materially to the accomplishment of agency tasks (99.9%). The dissatisfactions of the agency supervisors with the program centered on administration and supervision rather than on the enrollees themselves.

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The enrollees voiced satisfaction with the program, and expressed an interest in participating again (99.5%).

The Enrollee in the Program

Two principal evidences of the impact which the program had upon the lives of the enrollees were turned up in the evaluation. When asked how they would have spent the summer if they had not been employed with "1060B", 70% or more of the enrollees' replies indicated that they would likely have remained idle for the summer.

Further, although no significant differences were found between the group's before and after scores on the Parent-Child Friction-Harmony and Anomie attitude scales, a significant improvement in their self-concept was unearthed.

INTERPRETATION OF FINDINGS

There are two vital areas of concern in interpreting these findings--did the program fulfill its stated objectives, and did it have significant impact upon the people it was intended to help?

There were five objectives of the "1060B" program:

Objective (1), to provide employment for 1900 youths 14-16 years of age, was fulfilled beyond expectation. More than 2,000 boys and girls were accepted and employed by "1060B".

Objective (2), to provide these youths with a chance to develop good work habits, seems to have been achieved. The firm approval given the work performance of enrollees by their employers indicates that enrollees' work habits were sound.

Although some effort was made to pursue Objective (3), encourage enrollees to return to school, there is no clear cut evidence as to the effect that the "1060B" program may have had on enrollee intention to return to school.

Objective (4), to provide employment as work team supervisors to 75 neighborhood pupils, was achieved. Seventy-three such individuals were employed. An additional 39 were employed part-time in a similar capacity. Of these 112, 88.4% resided in the five target poverty areas.

Objective (5), to provide needed manpower to public and private non-profit organizations, was achieved. As was noted above, the vast majority of the agency supervisors questioned felt that enrollees contributed to their work output, and that they performed their duties satisfactorily.

The impact of the program on the target population is difficult to gauge; however, the findings of this evaluation indicate that "1060B"

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provided an opportunity for the enrollees to become involved in productive activities and, at the same time, have an income for the summer of 1967.

Further, there is evidence that the "1060B" program may have had some lasting effect upon the young people who participated in it. The significant improvement in the self-estimate of the enrollees, despite only six weeks' exposure to the program, suggests an implicit, but vital, objective of "1060B" may have been achieved.

IMPLICATIONS FROM THE EVALUATION FOR PLANNING

Participants

The program administration encountered some difficulties in placing female enrollees and 14 year olds of both sexes. These difficulties in placement can likely be attributed to the lateness of funding--the last-minute funding compelled selection of job sites on the basis of immediate need for enrollees and an ability to accomodate large numbers of enrollees. As a result, many of the job sites selected required the performance of physically taxing of jobs not suited for females. Both younger enrollees and girls stand to benefit as much as older males from exposure to work experience; additional time between funding and the opening of the program would permit the devotion of more effort to developing work sites that are suitable for these difficult-to-place enrollees.

SF:jbt

207. Letter to CEO
807. Delegated

Research (1)

[Oct 1967]

THE COUNCIL FOR ECONOMIC OPPORTUNITIES
IN GREATER CLEVELAND
RESEARCH DEPARTMENT

Paul
V. Callaghan
V. Callaghan
V. Callaghan

PURPOSE:

The Research Department has as its purpose, the collection and analysis of data which identifies the character and incidence of poverty throughout the community. The Department also maintains a flow of information on recent research findings and demonstration results, and conducts evaluation of various operating programs.

SUMMARY OF CEO RESEARCH ACTIVITIES AND
RELATED PROJECTS

COMPLETED PROJECTS
AND
RESEARCH IN PROGRESS

- I. Project 1060B. The Research Department of the Council for Economic Opportunities in Greater Cleveland performed an in-depth evaluation of the Youth Employment program conducted during the summer of 1967.

This evaluation first attempted to determine whether "1060B" had achieved the goals established for it. Through questionnaires submitted to agency supervisors, attitude scales administered to enrollees, family background and opinion interviews conducted with a random sample of enrollees, and a review of the project's central file, information required to measure the success of the program in achieving its goals was obtained.

The evaluation revealed that:

Goal 1), to provide employment for 1900 youths 14-16 years of age, was fulfilled beyond expectation. More than 2,000 boys and girls were employed by "1060B".

Goal 2), to provide these youths with an opportunity to develop good work habits, was achieved. The firm approval given the work performance of enrollees by their employees indicates that enrollees' work habits were sound;

Although some effort was made to pursue Goal 3), to encourage enrollees to return to school, there is no clear cut evidence as to the effect that the "1060B" program may have had on enrollee intention to return to school.

Goal 4), to provide employment as work team supervisors to 75 neighborhood pupils, was achieved. Seventy-three such individuals were employed. An additional 39 were employed part-time in a similar capacity. Of these 112, 88.4% resided in the five

target poverty areas.

Goal 5), to provide needed manpower to public and private non-profit organizations, was achieved. The vast majority of the agency supervisors questioned felt that enrollees contributed to their work out-put, and that they performed their duties satisfactorily.

Another concern of the evaluation was to determine whether the program have significant impact upon the people it was intended to help. Utilizing data collected through the instruments described above, the researchers unearthed the following results:

- 1) The impact of the program on the target population is difficult to gauge; however, the findings of this evaluation indicate that "1060B" provided an opportunity for the enrollees to become involved in productive activities and, at the same time, have an income for the summer of 1967.
- 2) Further, there is evidence that the "1060B" program may have had some lasting effect upon the young people who participated in it. A significant improvement in the self-estimate of the enrollees, despite only six weeks' exposure to the program, suggests an implicit, but vital, objective of "1060B" may have been achieved.

II. The CEO-Battelle Memorial Institute Joint Project

The Research Department of the Council for Economic Opportunities in Greater Cleveland, in conjunction with consultants from the Battelle Memorial Institute Urban Studies Center, is attempting to develop techniques for evaluating the effectiveness of various CEO programs in breaking the cycle of poverty.

The techniques being developed are based on an approach coming into common use in private industry and in certain branches of the Federal Government - Systems Analysis.

Systems Analysis is a means of studying a designated system (for instance, this organization) in order to evaluate its "success." Ultimately, a system's success depends upon its proven capacity to fulfill the purpose(s) for which it has been designed. Systems analysis is a means of comparing -- quantitatively, if possible -- what a system is intended to accomplish and what it actually does accomplish.

Planning-Programming-Budgeting System, referred to as PPBS, a variation of systems analysis favored by the Federal Government, provides a specialized kind of feedback which tells program planners and decision-makers the cost (social and economic) and

benefits (social, economic, humane, etc.) accruing from existing programs. In addition, it presents alternative programs which have different Configurations of cost and benefits. This system, which the Joint Project is exploring, enables planners to make rational policy decisions, and allocate scarce resources on the basis of gain anticipated from a given program or program mix.

The analysts' job in PPBS is to ask and find answers to these questions: What are we trying to do? What are the alternative ways of accomplishing these goals? What would each of these alternatives cost and how effective would each be? What does the decision maker need to know in order to make a choice?

In order to answer these questions, the researchers have constructed a conceptual model of the system. Much as a model of an experimental plane enables designers to test its reactions to stress and the effects of changes in design on these reactions, the model of CEO and its programs -- real and proposed -- enables us to better anticipate results and costs, and the effects of program changes on these results and costs.

Basically, this model: 1) compares real results (from existing or proposed programs) with results which have been predicted from an analyses of the organization's goals; and 2) attaches a cost in resources used to have these results.

The techniques needed to obtain this information have been developed, and are presently being tested. In the very near future, a final report and a procedures manual intended to guide CEO in their use will be written. Subsequently, the techniques will be used in a systematic assessment of all existing programs, and in an effort to aid in the planning of new ones.

PROJECT AIM-JOBS EVALUATION

III.

This evaluation is being carried out under the direction of Mr. James Malone, of Case Western Reserve University. The Research is concerned with the study of the total effectiveness and impact of the Comprehensive Manpower Project, with special emphasis on determining the impact on the younger enrollees. The following objectives are considered:

- 1) To examine the effectiveness of each of the essential steps in the Comprehensive Employment Program directed toward the end of sustaining jobs for the hard-core unemployed.
- 2) To study the self-concept, motivation, and psychological growth of the enrollees, in response

to participation in the project and to final job placement.

The collection of data is proceeding and it is anticipated that the final write-up will be completed by September of 1968.

COMPARATIVE STUDY OF RESIDENT PARTICIPATION
BY
BRANDEIS UNIVERSITY

IV.

The Florence Heller Graduate School for Advanced Studies in Social Welfare of Brandeis University was granted funds by the Office of Economic Opportunity to compare resident participation in Community Action programs in twenty cities. Cleveland is one of the cities selected for study.

"This study was undertaken in order to describe the patterns of participation of target area residents in local community action programs established under the sponsorship of the Office of Economic Opportunity, and to examine the effects of variations in participation upon the decisions of the CAA's."

It is also intended that this study provide the following:
1) a description of the patterns and processes of representation of target area residents in CAA structures; 2) a description of other forms of formal structures; 3) insights into factors which make for differences in the extent and quantity of participation; and 4) beginning information on the effects of differences in participation on the policies and programs of the CAA.

To date, data have been collected and a preliminary report has been generated which is based on a partial analysis of the data. It is anticipated that a final report will be completed in December of 1968.

[Oct 23, 1967]

FINAL COMPONENT REPORT
for
RESIDENT AND DAY CAMPING PROGRAM

- I. Component Number: 97-42B - Title: Resident and Day Camping Program
- II. Sponsoring Agency: The Welfare Federation of Cleveland
- III. Description of Program:

7-42B

The Resident and Day Camping Program has provided day and resident camp experiences to 1,289 inner city children, primarily from "poverty" or low-income families. Both boys and girls, predominantly in the age range from 5 to 15, have participated in camp sessions of varied length. The Welfare Federation of Cleveland has coordinated this program and has allocated funds to 13 participating agencies which have, in turn, provided a camping experience for inner city children. Camping agencies have added sessions, expanded camp size, and even added new camp sites in order to make these additional opportunities available. The largest portion of expenses has been met through Federal funds, but many non-Federal contributions have been made, including staff, transportation, food, and medical exams. A portion of these contributions has been documented to serve as the Program's local contribution.

Although camping is a natural and integral experience for middle-class children, frequent opportunities for inner city youth to have a camping experience have not been made possible because of the income factor. Camp provides a whole set of experiences--independence from home, group living, working and playing, an opportunity to meet new friends, etc. For the poverty child in particular, camp provides a radical change in environment, a first intense encounter with nature, and a place away from a crowded and hot, dirty inner city. This Program has made possible a camping experience for the first time to many inner city children. It has stimulated several new and expanded camping programs for inner city poverty youth, and in some cases for their families as well.

The agencies participating in this camping program were:

Resident Camps

Phillis Wheatley Association
Lake Erie Girl Scout Council
Goodrich Social Settlement
YMCA
YWCA
Garden Valley Neighborhood House
Mohican Trail Camp
City of Cleveland, Division of Recreation

Day Camping Agencies

Camp Fire Girls
 Greater Cleveland Neighborhood Centers Association
on behalf of four member agencies:
 Merrick House
 Friendly Inn
 Goodrich House - Sterling Center
 Glenville Neighborhood and Community Centers
 Hiram House Camp
 Jewish Community Center of Cleveland
 Phillis Wheatley Association
 YMCA
 Community Action for YOU, Inc.

IV. Operational Details:A. Financial:

1. Approved total budget: \$ 77,050.00
 Local Contribution \$ 7,706.00
 Federal Contribution \$ 69,344.00

2. Obligations to date:
 Camperships \$ 59,712.00
 * Personnel
 (to be fully completed at time of audit)

3. Itemization of In-Kind Contributions:
 Camperships

<u>Community Action for YOU, Inc.</u>			
Medical Examinations	\$	735.00	
Transportation		1,680.00	
Food		<u>1,675.00</u>	
	Total		\$ 4,090.00
<u>Cleveland Department of Recreation</u>			
Staff	\$	756.00	
<u>Medical Examinations</u>			
Cleveland Dept. of Health	\$	3,240.00	(645 campers examined)
Cleveland Clinic		425.00	(85 campers examined)
Mt. Sinai Hospital		325.00	(63 campers examined)
Lakeside Hospital		250.00	(50 campers examined)
(Estimated cost per medical examination = \$5.00)			
	Total		\$ 9,086.00

B. Personnel:

1 Project Director (part-time)
 1 Bookkeeper (part-time)
 1 Statistical Clerk (part-time) (full costs to be noted in final Auditor's Report)

C. Participation

Thirteen agencies received funds through this program.
 They served 1,289 children and campers for a total of 13,809 camper days.

* Total cost is tentative, since final auditing by Comptroller is necessary when all final bills and additional personnel and administrative costs have been computed.

V. Narrative on Program:

Early in June, the Welfare Federation of Cleveland requested its member camping agencies to submit estimates of the number of additional camper spaces which could be added to their camp programs, if funds became available for camperships for children from poverty families. Camping agencies also estimated the cost of such additional spaces. On June 9th, a meeting was held with Congressman Vanik and camping agencies. At this meeting, camping agencies shared their estimates and discussed the possibility of Federal funds. The Welfare Federation, on behalf of these camping agencies, submitted a proposal to the Office of Economic Opportunity for funds to provide children from poverty families with resident and day camping opportunities.

The proposal was submitted on June 16. On June 27, authorization for funding in the amount of \$69,344.00 was received. In the interim, the necessary Camper Registration and Agency Billing Forms were developed, as were letters of allocation which stipulated the guidelines and requirements of the program. A schedule of tentative allocations was determined. Immediately upon receiving authorization for funding, the necessary forms and letters of allocation were sent to participating agencies. The late date of authorization prevented children from attending any June sessions of camps. In most cases this meant that the usually slack first sessions of camps could not be utilized by the OEO program.

The OEO program has acted as a supplement to pre-existing efforts to provide Cleveland's inner city youth with a camping experience. Camps have used their own private resources to provide camperships for needy children. As the needs of inner city children in particular have become more evident, many camping agencies have increasingly directed their private campership funds toward inner city children. In addition to this, for the past several years The Welfare Federation of Cleveland, through funds supplied by local foundations, has provided camping agencies with additional campership funds. A formula insures that these funds will be used primarily for inner city children. This year, this source provided \$40,000 for camperships. I think it can be safely stated that the OEO program was initiated largely because of this already existing concern and interest.

But, the OEO program also became an impetus in its own right, and certain other programs separate from OEO funding developed because of the interest and concern directly engendered by the OEO effort. One case in point is the Boy Scouts' Scout Camp, traditionally for Boy Scout troops exclusively, was opened this summer for the first time to inner city boys who were not members of the Boy Scout organization. The project was originally a part of our OEO-projected allocations and was intended to serve 250 to 300 boys. The Scouts decided to develop their own private funds for the project, and by the summer's end had provided nearly 177 inner city boys with a resident camping experience.

A second separate camping effort encouraged by the OEO program was carried out by the Cleveland Board of Education. The Board, having learned about the OEO effort, decided to use portions of its Elementary and Secondary Education Act funds for camping. These efforts have been directed at developing programs with significance in planning future educational experiences for school youth. Junior-high-school-aged youth were recruited through inner city schools, and camp opportunities were arranged at the Phillis Wheatley, Hiram House, and Lake

• **Eric-Girl Scout Council Camps.** The OEO program not only encouraged this effort, but we helped the Board make arrangements with the camps. In these instances, the OEO program served directly as an impetus in encouraging additional and supplementary public and private camping efforts.

A series of developments demanded alterations in our original plans. It is estimated that the late date of authorization of funding caused us to miss 280 camp spaces during the usually slack June session at camps. These spaces had been part of our original projected plans. The Boy Scout program mentioned above had been included in our original estimates, as had the camp spaces used by the program of the Board of Education. Also included in our original estimates were funds (approximately \$18,000) for a new resident camp to be administered under the auspices of Hiram House Camp. This plan, which called for 300 resident campers, did not materialize because funds were available too late for Hiram House to secure the site which had previously been available to it. However, Hiram House did make other arrangements to utilize a portion of its facilities for day camping purposes. The original estimate of camper spaces at Mather Camp, sponsored by Goodrich House, was an overestimation due to their misunderstanding. Their original estimate of \$7,296 (a part of our projected plans) did not materialize. All of these developments caused us to alter radically our original plans.

A series of interesting and significant camping opportunities were developed as our plans were altered. The YMCA developed an experimental program in which 25 inner city boys took an 11-day camping trip to the Canadian North Woods. This North Woods Camp has been limited in the past to quite experienced campers from only the few well-to-do families who could afford this kind of camp. The "Y" was concerned with seeing if inexperienced, inner city boys could adequately cope with this type of adventure camp.

Garden Valley Neighborhood House was added to our list of recipient agencies. It does not operate a camp itself, but has sent children from poverty families to a camp operated under Presbyterian auspices. In this way an additional campsite has been brought into community use. A portion of Garden Valley's funds have been used for a limited experiment with family camping.

Community Action for YOUTH, Inc., a resident group in the Hough area, which was developed after the termination of Cleveland's Federal Delinquency Program, (Community Action for Youth), carried out a day camping program of two, two-week sessions for nearly 150 children in the Hough area. To get some indication of how this OEO program has only begun to reach the many children who could benefit from a camping experience, the bulk of CAY's recruitment was done on a single street in Hough: East 75th Street. The OEO program supplied an amount of \$6,800 of a budget of approximately \$11,000 for this effort.

The Cleveland Division of Recreation carried out a series of three-day resident camp sessions for 120 poverty children from six inner city recreation centers. Staff from the centers accompanied the boys. It is significant that the camping experience was used here to supplement experiences and relationships in a program not previously including camp. The camp experience can be meaningful in itself, but, as one in a set of integrated experiences, its importance may well be enhanced.

Arrangements were made with the Jewish Community Center of Cleveland Day Camp to take 35 inner city children. The children were carefully integrated into

camp groups. This project represents a major breakthrough for a camp under sectarian auspices offering its excellent services to inner city children of a different racial and religious makeup.

Another arrangement which was developed involved an experiment in the use of time, space, and staff at Hiram House Day Camp. By the time funds became available, all camp spaces at Hiram House were filled, but the camp director was very interested in participating in the OEO program. He arranged a project in which specially formed groups of inner city children utilized particular camp facilities while the regular camp groups were elsewhere. The special group had a breakfast snack at 10:00 when they arrived--the dining hall was free at that time. They used the swimming pool while the regular group ate lunch or rested. They ended their day about 3:00 with dinner. The entire range of camp activities was scheduled in this way. The special group had its own staff, but for particular activities it added staff from the regular camp when regular activities demanded fewer staff (mealtime, rest period, etc.). This experiment may have special relevance and importance since the number of children of camping age is so large and facilities limited. Hiram House carried out four sessions of these special camps for about 200 children.

In another special arrangement, the Mohican Trail Camp was able to provide a 12-day resident camping experience for nearly 160 children. Mohican Trail is a new camp whose management has expressed an interest in developing its facility primarily for inner city children. We viewed the use of this camp not only as an opportunity to provide a specifically resident camp experience to additional children; it also was a way of encouraging this camp to focus and develop its plans so that a new opportunity for inner city youth might be developed.

These special projects and experiments were the major adjustments made when the late date of authorization of funding, the development of separate funding sources for certain programs, and other developments demanded that our plans be altered from our original projections.

Throughout the summer, medical examinations for campers were provided free of charge by the Cleveland Department of Health. In an emergency situation in which the Department could not schedule additional campers, special arrangements were made with Mt. Sinai and Lakeside Hospitals and the Cleveland Clinic, which gave free physical examinations to about 180 children.

Early in the season, camping agencies recruited their own campers. In situations where camps did not have recruitment resources (Mohican Trail Camp and Hiram House) or did not have close inner city ties (Jewish Community Center of Cleveland) or needed help in order to recruit large numbers of children quickly (Lake Erie Girl Scout Council), the Council for Economic Opportunities' Community Action Program outreach services assisted in the recruitment process. Throughout the course of the summer about one-third of the campers participating in the program were recruited through this source.

The Resident and Day Camping Project has provided both day and resident camping opportunities to a large number of children from poverty families.

Opportunities have been primarily for children 5 to 15 years old. Campers have participated for lengths of time varying from the three-day camps of the Cleveland Division of Recreation to sessions covering three and four weeks. A total of 13,809 camper days was involved in the program. The thirteen participating agencies utilized about 20 camp sites. Many of the camps made various contributions of staff, food, transportation, medical exams and clothing, a portion of which has been certified as our local contribution.

VI. Problems or Conflicts:

The only major problem, and one which plagued us throughout the summer, was the late date at which program funding was authorized. Lateness caused us to miss the June sessions at camps (about \$280,000 of the \$300,000 included in our original plans was not used). Some camps were planned to open and administrative a new effort was made to get the money in this program, was unable to secure the same which had previously been available because funds were available less. Disposition on these was not made easily changes in plans had to be made quickly. Secretariat had to be very careful not to fail. Camping agencies had to find additional camp staff at the last minute. It wasn't necessary to itemize all of the administrative problems which resulted in whole or in part from late funding. Such problems can quite easily be understood.

Less obvious but more important are the various programmatic difficulties and deficiencies resulting from late funding. Blind camps have usually enrolled most of their campers by late June (when funds were authorized), large numbers of additional campers could not be easily brought into regular sessions.

In some instances, campers became part of regular camp sessions, but in cases where special groups, sessions, and even camp sites had to be developed, OEO campers (about one-half of our total enrollment) were not incorporated into regular summer units. In such cases, although they were racially integrated, poverty children camped separately. In addition, late funding meant that any supplementary program staff had to be found in a usually depleted job market. Rarely was low-level staff be found at such a late date. A last-minute program and pre-camp opportunities for pre-camp planning and training. There was rarely time for parents to be oriented to the experience which their child would be having. There often was no opportunity to get to know the child well enough to group him according to his skills and interests. Age and sex had to be the only determinants. The camp experience can be enriched by the presence of these program features, but such activities require amounts of time for preparation and execution that a last-minute program prevents.

In addition to these problems arising from the lateness of the program, there were several smaller administrative and programmatic difficulties. There was a problem of arranging medical examinations when the City Health Department, which had done most of the examinations, could not schedule additional ones. Mr. Sinai and Lakeside Hospitals and the Cleveland Clinic provided these medical exams. We received the report forms required by ODO one month after the program started and after we had devised and distributed our own report forms to camp. Some of the data required by ODO was not easily retrievable from our forms and demanded additional time and effort to gather.

Camps found several things which demanded special treatment of inner city children. Many children came to day camp without breakfast, so camps usually provided a morning snack in addition to a noon meal. Several of the camps--both day and resident--in which there were large numbers of inner city children found that a higher ratio of staff to campers was needed. This was in part because most of these children were new to camping. It also was because many of these children demanded and required a great amount of individual attention and did not often adjust quickly to formal groups. Noted also was the need for intensive pre-camp training of staff so that they would be prepared for working with the inner city camper. Also, camps found that children lacked certain basic clothing for camp (sneakers, bathing suits, a second pair of almost anything). Since OEO regulations prohibit clothing expenses, camps themselves often bought (or had donated) such items. If a project is contemplated in the future, the cost of clothing should be provided for and reimbursable under OEO regulations.

Attention should be called to the fact that 769 youngsters or approximately 59% of all youths who participated in this camping program came from welfare families. Thus, this program reached into hard-core poverty families as a base for recruiting children. A total of 617 boys and 672 girls attended camps under this program.

From the expression of benefits received by the boys and girls who went to camp, both educationally and socially, this is a program which should be continued under Anti-Poverty auspices in future years.

Paul Levy/S. Slavin/bd
October 23, 1967

COUNCIL FOR ECONOMIC OPPORTUNITIES IN GREATER CLEVELAND
1350 West Third Street
Cleveland, Ohio 44113

TO: Members of the Board of Trustees,
Council for Economic Opportunities

FROM: The Reverend Emanuel S. Branch, Jr.,
Chairman, Management Committee

MANAGEMENT COMMITTEE REPORT
November 9th, 1967

The committee has been quite active and has had frequent meetings since its last formal report to the board. The major portion of its attention has been directed toward a personnel consideration, the matter of Demands & Grievances presented by the Outreach Workers. This was briefly alluded to at the September 20th meeting of the Board of Trustees. In summary, and beginning with September 18th, the meetings and actions of the Management Committee have been as follows:

9/18/67 - Special Meeting

- Consultation with Outreach Workers at the Council's office to determine the exact nature of the problems and grievances felt by the workers. This meeting resulted in these concurrences
- 1) The Management Committee to meet with the Outreach Workers at target areas offices,
 - 2) Personal matters should be discussed with Supervisors,
 - 3) Personnel matters to be brought to the Management Committee only after attempts at resolution by CEO staff have proven inconclusive.

After the meeting of the trustees on 9-20-67 the following schedule of area meetings was arranged by the committee:

<u>DATE</u>	<u>SITE</u>
9-29-67	Central Neighborhood Opportunity Center
10-2-67	Kinsman NOC
10-5-67	Tremont NOC
10-6-67	Glenville NOC
10-9-67	Hough NOC

(On the dates set forth, Messrs. Fisher, Pinkney, and Tomb met with the Outreach Workers as well as the chairman of the committee.)

9-22-67 - Meeting of Management Committee

Determination begun to categorize issues raised by Outreach Workers and to seek adequate resolutions.

Adopted resolution that the audit of Project AIM-JOBS pursuant to OEO regulations be let to Ernst & Ernst.

10-11-67 - Meeting of Management Committee

It was ascertained after meeting with the Outreach Workers at the target areas offices that the complaints most generally vocalized were that salaries were too low, pay raises too slow, concern about periodic job evaluation, desire for orientation and In-Service Training and other non-professionals (e.g. AIM-JOBS and others) working at higher salaries elsewhere.

It was noted that CEO assumed responsibility for operation of the Outreach Program in February, 1967, and that CEO staff had been vigorously working in all areas of concern. With regard to the problem of low and

certain salary inequities, the Management Committee, after considerable review, adopted a new standardized and scaled salary schedule which would provide review and incentive increments at regular intervals. This schedule was extended to include all CEO personnel and is consistent with the permissible OEO restrictions on wages and the frequency of allowable increments. It was further noted and explained that the Outreach Program provided entry level positions for non-professional employees and was not necessarily comparable to requirements for other jobs. Classes for the purpose of orientation and continued In-Service Training for Outreach Workers are now in session in cooperation with Case - Western Reserve University.

The Management Committee urges the acceptance of its report and the adoption of its resolutions and recommendations set forth within the report.

If a more detailed knowledge of the actions and deliberations of the Management Committee is desired by any trustee, a complete set of the minutes of the committee is on file within the Grants Management-Audit Department of Council for Economic Opportunities.

Dec 1, 1967

AN ALTERNATIVE PROPOSAL FOR RESIDENT PARTICIPATION IN THE
NEAR WEST SIDE-TREMONT TARGET AREA

Introduction

Over the last two years, there has been considerable concern about the operation and activities of the Resident Participation Program throughout the target areas. This concern has been not only expressed by the residents of the target area themselves, but by the Area Councils Association, the Resident Participation Committee of CEO, and the Regional Office of OEO. As a result of this concern, and with the encouragement of the Resident Participation Committee, representatives from the Hough Community Council, the West Side Civic Council, and the Tremont Area Civic Association have worked together to develop alternative Resident Participation Programs for Hough and the Near West Side.

Under this alternatives, GCNCA would no longer be the delegate agency for resident participation in these two target areas. It would however, continue to provide for the Resident Participation Program in the Glenville, Central and Kinsman Areas. In the combined Near West Side-Tremont Areas, the Resident Participation Program would become a part of the Neighborhood Opportunity Center-Outreach Program and would involve a close working relationship between the programs of the West Side Opportunity Center and the Area Councils. In this area, the program would focus on building up the Near West Side-Tremont COB through the development of Neighborhood Conferences and the creation of an effective and representative coalition of organizations for dealing with problems of the entire community.

Objectives of the Resident Participation Program

The goal of the Resident Participation Program in the combined Near West Side Tremont areas is to facilitate the meaningful involvement of the low income residents of the area, in the planning and implementation of project designed to improve their present and future economical and physical well being. In order to make measured progress toward achieving this goal during program Year C, the Resident Participation Program will focus its efforts on accomplishing the following limited objectives:

1. To create a major and effective voice for the low income resident of the area in the planning, development and evaluation of programs of the Neighborhood Opportunity Centers and of the city wide programs funded or coordinated by the Council for Economic Opportunities.
2. To provide a means by which this voice can be as representative of the community as possible, and can express the problems and needs of various sections of the target areas.
3. To create a major and effective voice for the entire community through which the low income residents can work together with other individuals and groups on problems of overall community concerns.

4. To assist representative community organizations to prepare for and assume the responsibility and operation of various local programs.

The Direction for Resident Participation

In order for the programs and projects of the Near West Side Neighborhood Opportunity Center as well as the city wide programs funded and coordinated by CEO to meet the needs of the low income residents of the target areas and reflect their concern, there must be active resident participation in the decision making process of planning, development, and evaluation of the programs and projects not only within the target areas and throughout the city as well. Such participation in the NOC's and COB's in several target areas has resulted in meaningful changes or additions to many programs and has paved the way for delegation of neighborhood programs to neighborhood organizations.

However, in the Near West Side-Tremont target areas, there has been little meaningful resident involvement in the poverty program due to the failure of the Resident Participation Program to establish Neighborhood Conference and maintain an active COB.

Because of the importance of Resident Participation in making the programs responsive to the needs and concerns of the residents in the area, the Resident Participation Program will concentrate its efforts on first establishing a strong effective and representative COB by developing, staffing Neighborhood Conference throughout the target area and assisting them to undertake activities and elect representatives to the COB and finally to place the direction of the Resident Participation Program in the hands of the residents of the area.

The Resident Participation Priorities Commission

When an active Community Opportunity Board has been established, the policy direction of the program will be placed in the hands of a Resident Participation Priorities Commission. This commission made up of residents from the area to be served shall provide the overall policy direction for the activities of the resident participation staff. Specifically, it shall:

1. Establish the priorities for the projects to be undertaken in the target areas.
2. Determine which organizations in the area, in addition to the Community Opportunity Board and the Neighborhood Conferences should receive staff services and for which activities and projects.
3. Approve the appointment of members for the resident participation staff.
4. Approve expenditures related to the resident participation program.

In carrying out its functions, the committee will give first priority to staffing needs of the COB and NOC's and operate within the limits of the

OEO guidelines. The commission will consist of three representatives appointed by the Near West Side-Tremont Community Opportunity Board and one representative each appointed by the Tremont Area Civic Association and the West Side Civic Council. All representatives on the commission will be residents of the area. The Director of the Neighborhood Opportunity Center will serve as non-voting member of the commission.

Coordination of Resident Participation Activities

While policy direction for the Resident Participation Program will come from the Resident Participation Priorities Commission, responsibility for coordinating the activities of the resident participation staff with other programs in the center so as to carry out these policies in the most efficient and expeditious manner, will be the responsibility of the Director of the Neighborhood Opportunity Center. It will be his job to staff the Resident Participation Priorities Commission, translate the policies established by the Commission to the resident participation staff, and provide the staff with administrative supervision.

The Resident Participation Staff

The resident participation staff will consist of the resident participation director and his secretary, and three resident participation aides. The resident participation director will be responsible to the resident participation committee for carrying out their policies. Their primary function will be to facilitate the meaningful involvement of lower income residents within the target area and the planning and implementation of projects and programs designed to improve the economic and physical well being of the residents in the area. In fulfilling this function, the resident participation staff will:

1. Provide technical and staff assistance necessary to develop, maintain, and strengthen the COB and the Neighborhood Conferences, and other community organizations, and projects approved by the Resident Participation Priorities Commission; such as: a) Helping assemble community groups and b) Providing clerical services (mailing notices, mimeographing fliers, etc.)
2. Providing community groups with information so that they identify the problems in the area.
3. Help achieve consensus among the groups as to which objectives they are seeking.
4. Provide consultation on alternative courses of action to achieve these objectives.
5. Assist in providing resource material and contacting resource persons for community meetings.
6. Serve as a resource person in regards to special knowledge on programming procedures.
7. Provide a liaison with local and city wide groups and institutions.

RESIDENT PARTICIPATION PROPOSAL (Continued)

4.

8. Provide transportation and other special services needed by low income residents wishing to participate in community programs.
9. Accompanying community leaders and groups to conferences and special meetings.
10. The resident participation staff will be available to work on any project or with any groups in accordance with the priorities established by the Resident Participation Priorities Commission.



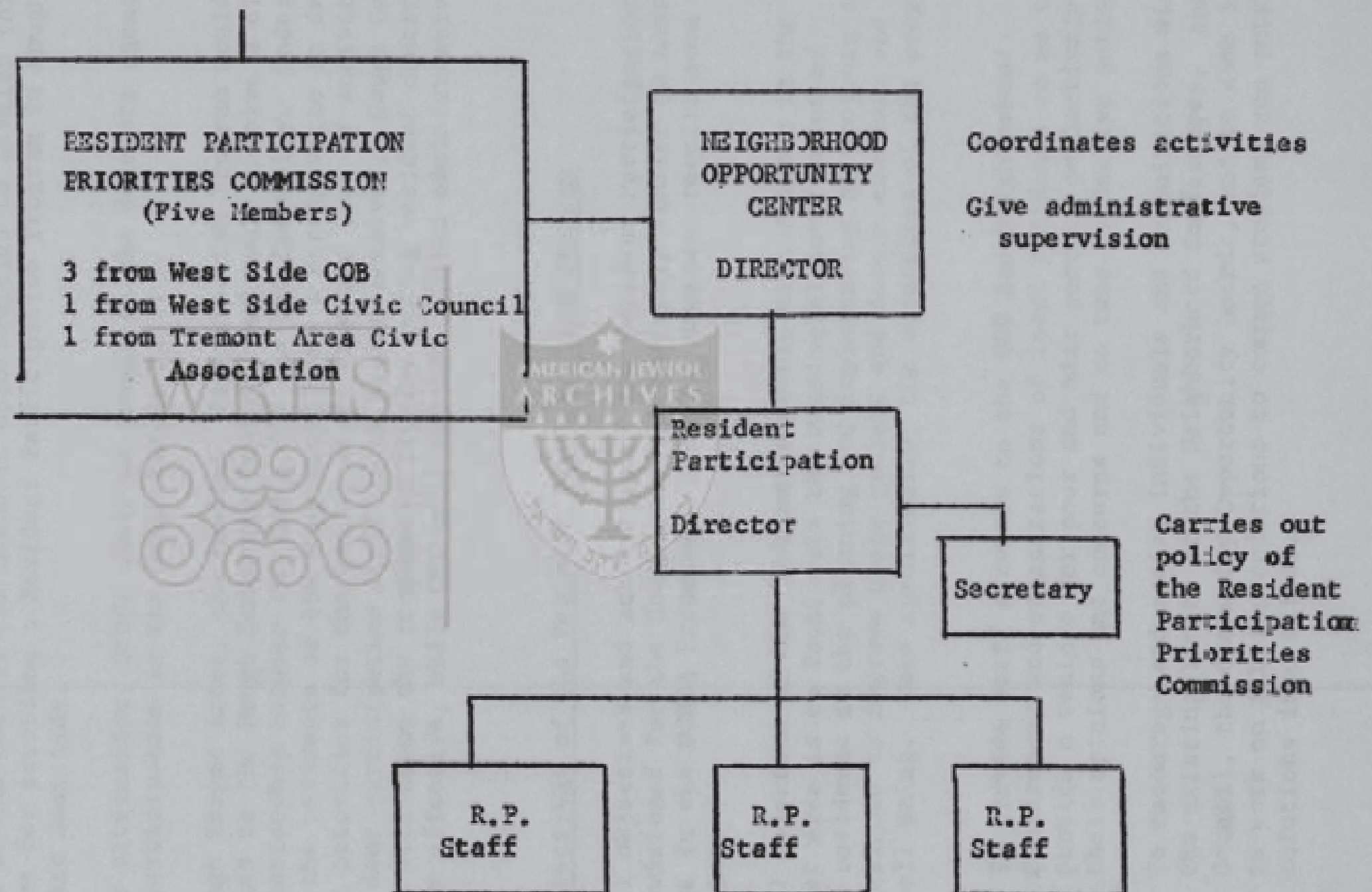
ORGANIZATIONAL STRUCTURE FOR THE
RESIDENT PARTICIPATION PROGRAM IN THE
COMBINED TREMONT-NEAR WEST SIDE TARGET AREAS

Sets Priorities for:

1. Projects
2. Groups to be staffed

Approves

1. Staff
2. Expenditures



WCM
11/24/67
12/5/67

[Dec 1967]

A PROPOSAL FOR RESIDENT PARTICIPATION IN THE HOUGH TARGET AREA

Introduction

Over the last two years, there has been considerable concern about the operation and activities of the Resident Participation Program throughout the target areas. This concern has been not only expressed by the residents of the target areas themselves, but by the Area Councils Association, the Resident Participation Committee of CEO, and the Regional Office of OEO. As a result of this concern, and with the encouragement of the Resident Participation Committee, representatives from the Hough Community Council requested assistance from the Planning Department of the Council for Economic Opportunities to develop this alternative for providing a Resident Participation Program in Hough and the Near West Side.

Under this alternative, GCNCA would no longer be the delegate agency for resident participation in the Hough Target Area.

In the Hough Target Areas, the Resident Participation Program would be delegated to the Hough Community Council, and would involve a close working relationship between the Hough COB and the Community. Under this proposal, the residents of the area would have a strong voice in determining the priorities for the use of staff time and type of activities which resident participation staff would become involved. Hough Community Council will assume the responsibility for making resident control of the program effective, while CEO will provide limited administrative services.

Overall Objectives of the Resident Participation Program

The overall objectives and activities of the Resident Participation Program envisioned for the Hough area are basically similar to those spelled out in the GCNCA Proposal. They do, however, require some re-definition.

The overall objective of the Resident Participation Program in the Hough Target Area is to facilitate the meaningful involvement of low income residents in the planning and implementing of projects and programs designed to improve their present and future economic and physical well being. More specifically, the objectives of the program are:

1. To provide staff services to the COB and Neighborhood Conferences and organizations of local residents so as to provide a vehicle for poor and near poor to collectively voice their opinions and concerns and to take collective action.
2. To encourage and assist individuals and organizations within the existing limits of the Neighborhood Conferences, the Area Council, the Community Opportunity Boards, and to come together to work on finding solutions to common problems and putting these solutions into effect.

3. To identify indigenous leadership from among the poor in the area and to give them training and assistance so as to develop their leadership potential.
4. To help local groups, particularly the Neighborhood Conferences, and the Community Opportunity Boards identify the problems and the needs of the low income residents of the areas.
5. To make the Community Opportunity Board an effective vehicle for giving the low income persons of the area a voice in the decision making process with regards to the planning, development, execution and evaluation of CEO programs.
6. To help low income persons from the area who represent area wide organizations concerned with improving the economic and physical well being of the areas residents to provide control of the policy direction for the activities of the resident participation staff.
7. To organize Neighborhood Conferences in the Nerwood and Goodrich areas and to obtain representation of these areas on the Hough COB.

Unique Features of the Alternate

This amendment to the Resident Participation Program resulted from the desire of the residents from the Near West Side-Tremont and Hough Areas to overcome two major complaints they had with the present program. The first of these is that there is not enough staff to provide service to all the groups that desire help. The second is that because of the demand for field service time, the staff has had to decide for itself which projects and organizations it felt were most important, and in many cases, the judgment of the staff has not fully reflected the concerns and priorities of the area residents.

In an effort to make more efficient use of the limited resident participation staff and to provide more assistance to those projects which the residents of the area feel are in fact important, this approach is proposed for providing the resident participation program in the Hough Target Area during the next program year. Under this alternative, the policies concerning the activities of the resident participation staff will be set by a "Resident Participation Priorities Commission." The resident participation staff will carry out the policies of the commission as well as to assist the commission in developing its policies.

The Resident Participation Priorities Commission

The major innovation which this alternative adds to the Resident Participation Program is the placing of the direction of the program in the hands of the Resident Participation Priorities Commission. This commission made up of residents from the area to be served will provide

the overall policy direction for the activities of the resident participation staff. Specifically, it will:

1. Establish the priorities for the projects to be undertaken in the target area by the resident participation staff;
2. Determine which organizations in the area, in addition to the Community Opportunity Board and Neighborhood Conferences should receive staff services and for which activities and projects;
3. Approve the appointment of members for the resident participation staff;
4. Approve expenditures related to the resident participation program.

In carrying out its responsibilities, the committee will give high priorities to the staffing of the Hough COB and the Neighborhood Conferences within the Hough Target Area.

The Resident Participation Priorities Commission will consist of five members appointed by the Hough Community Council and responsible to it for providing the direction to the Resident Participation Program in accordance with the provisions of this proposal. The Hough Community Council will appoint four residents of the Hough Target Area to the Resident Participation Priorities Commission. Two of these will be from the membership of the Hough Community Council, and the other two will be from the membership of the Hough Community Opportunity Board. The fifth member of the Commission will be the Hough Opportunity Center Director.

The Resident Participation Staff

The resident participation staff will consist of the resident participation director and his secretary, and three resident participation aides. The resident participation director will be responsible to the resident participation committee for carrying out their policies. Their primary function will be to facilitate the meaningful involvement of lower income residents within the target area and the planning and implementation of projects and programs designed to improve the economic and physical well being of the residents in the area. In fulfilling this function, the resident participation staff will:

1. Provide technical and staff assistance necessary to develop, maintain, and strengthen the COB and the Neighborhood Conferences, and other community organizations, and projects approved by the Resident Participation Priorities Commission; such as: a) Helping assemble community groups and b) Providing clerical services (mailing notices, mimeographing fliers, etc.)

2. Providing community groups with information so that they identify the problems in the area;
3. Help achieve consensus among the groups as to which objectives they are seeking;
4. Provide consultation on alternative courses of action to achieve these objectives;
5. Assist in providing resource material and contacting resource persons for community meetings;
6. Serve as a resource person in regards to special knowledge on programming procedures.
7. Provide a liaison with local and city wide groups and institutions;
8. Provide transportation and other special services needed by low income residents wishing to participate in community programs;
9. Accompanying community leaders and groups to conferences and special meetings;
10. The resident participation staff will be available to work on any project or with any groups in accordance with the priorities established by the Resident Participation Priorities Commission.

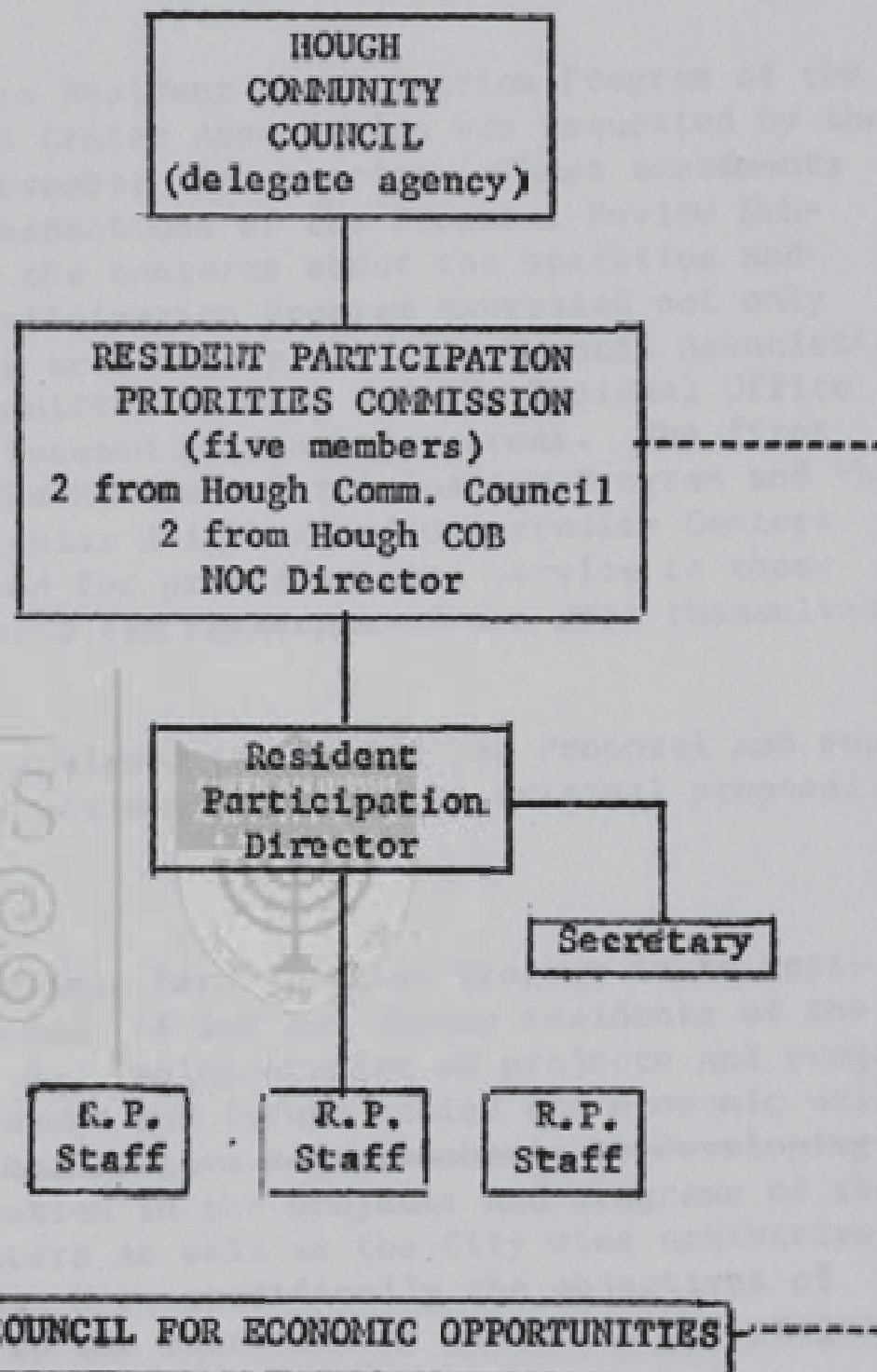
**ORGANIZATIONAL STRUCTURE OF THE
RESIDENT PARTICIPATION PROGRAM
IN THE HOUGH TARGET AREA**

Responsible for:
Establishing Resident
Participation Priorities Comm.
and General Direction of the
Resident Participation Program

Responsible for:
Setting Priorities for:
1. Projects
2. Groups to be staffed
Approving
1. Staff
2. Expenditures

Responsible for:
Carrying out policies of the
Resident Participation
Priorities Commission

Responsible for:
Receiving and dispensing
funds upon approval of
RPPC



AN AMENDMENT TO THE RESIDENT PARTICIPATION PROGRAM OF THE
GREATER CLEVELAND NEIGHBORHOOD CENTER ASSOCIATION

December 1, 1967

INTRODUCTION

The following amendments to the Resident Participation Program of the Greater Cleveland Neighborhood Center Association was requested by the Priorities Committee at its November 29th meeting. These amendments incorporate many of the recommendations of the Proposal Review Subcommittee which resulted from the concerns about the operation and activities of the Resident Participation Program expressed not only by the residents of the target area but by the Area Council Association, the Resident Participation Committee of CEO, and the Regional Office of OEO. These concerns were focused on two major areas. The first is the relationship between the Resident Participation Program and the other poverty programs, particular Neighborhood Opportunity Centers. The second, focused on the need for providing more service to those organizations and projects which the residents of the area themselves feels are the most important.

The following statements are designed to clarify the Proposal and supersede any conflicting or conditory statement within the original proposal.

Restatements of Objectives

Primary objectives of the Resident Participation Program is to facilitate the meaningful involvement of the low income residents of the target areas in the planning and implementation of projects and programs designed to improve their present and future social and economic well being. The program is designed to give major emphasis to developing meaningful Resident Participation in the projects and programs of the Neighborhood Opportunity Centers as well as the City wide activities funded or coordinated by CEO. More specifically the objectives of the program are in addition to the ones already stated in the program:

1. To help the Neighborhood Conferences identify the problems and needs of the low income residents.
2. To make the Community Opportunity Boards, an effective means for low income persons in the target areas to have a voice in the decision making process regarding the planning, development and evaluation of CEO program.
3. To allow low income persons from the target areas to provide the policy directions for the activities of the Resident Participation staff.
4. To help get individuals and groups to work together through representative groups so as to create a major voice for the entire community on problems of total community concern.

Resident Direction for the Resident Participation Program

The Field Service workers will assist Community Opportunity Boards and the Area Council (s) within the target area to establish a Resident Participation Priorities Commission to provide the overall policy direction for the Resident Participation Program in the area. This commission will:

1. Establish the priorities for the project to be undertaken in the target area by the resident participation staff:
2. Determine which organizations, in addition to the Community Opportunity Boards and the Neighborhood Conferences, shall receive staff services and for which projects and activities;
3. Approve the appointment of the field service worker in establishing the priorities for the use of staff time, the Commission shall be guided only by the following limitations:
 1. OEO guidelines and the provisions of the proposal and its amendments:
 2. First priority will be given to providing sufficient staff service to the Community Opportunity Board, its committees, and the Neighborhood Conferences so that low income residents of the target area will have a major voice in operation of the programs of the Neighborhood Opportunity Center as well as the city poverty program.
 3. Secondary priority will be given to providing the staff service necessary to strengthen and expand the effects of the Area Council (s) serving the area so that it can become a major voice for the entire area on problems of total community concerns.

The Commission shall consist of three representatives appointed by the Community Opportunity Board and two representatives appointed by the Area Councils (in areas with two Area Councils, one representative from each.) The director of the Neighborhood Opportunity Center shall serve as a non-voting member of the Commission and will translate the priorities established by the Commission to the Director of the Resident Participation Program and to the field service worker in his area.

The Relationship between Resident Participation staff and the Neighborhood Opportunity Center Director

The field service worker shall be a member of the NOC cabinet. He will serve as a consultant for the NOC Director or the Resident Participation Program in the Neighborhood Opportunity Center Program and provide assistance to the center projects and programs when approved by the Resident Participation Priorities Commission. He shall report on a regular basis to the NOC Director the present and projected activities of Resident Participation staff working out of the center.

The Director of the Neighborhood Opportunity Center will translate priorities set by the Resident Participation Priorities Commission to the Residents Participation staff. The field service worker and the Director of the Neighborhood Opportunity Center will work together to establish Neighborhood Opportunity Center as a local point of community organization within the target area.

An Amendment to the Resident Participation Program of the Greater Cleveland Neighborhood Center Association

Responsibility of the Resident Participation Staff

The primary functions of the Resident Participation staff is to facilitate the meaningful involvement of the low income residents within the target areas in the planning and implementation of the projects designed to improve the economic and physical well being of the area residents. In this regard, field service workers will be responsible to the Neighborhood Opportunity Center Director through the director of the Resident Participation of GCNCA for providing the necessary staff services for those projects and groups given priority by the Resident Participation Priorities Commission. Under the administrative and technical supervision of the Director of Resident Participation, field service workers will serve as consultants for the Neighborhood Opportunity Center for Resident Participation and shall be responsive on a day to day basis to the coordinative direction provided by the Neighborhood Opportunity Center Director.

/jls
12-7-67

COUNCIL FOR ECONOMIC OPPORTUNITIES IN GREATER CLEVELAND
1350 West Third Street
Cleveland, Ohio 44113

SUMMARY OF RESIDENT PARTICIPATION PROGRAMS

INTRODUCTION

Over the last two years, there has been considerable concern about the operation and activities of the Resident Participation Program throughout the target areas. This concern has been expressed not only by the residents of the target areas themselves, but also by the Area Councils Association, the Resident Participation Committee of CEO, and the Regional Office of OEO. As a result of this concern, and with the encouragement of the Resident Participation Committee, representatives from the Hough Community Council, the West Side Civic Council, and the Tremont Area Civic Association requested assistance from CEO to develop alternative Resident Participation programs for Hough and the Near West Side. Also because of these concerns, the proposal for the GCNCA Resident Participation program has been amended, to make this program more responsive to resident direction.

ORGANIZATIONAL RESPONSIBILITIES FOR RESIDENT PARTICIPATION PROGRAMS

The GCNCA will continue to carry responsibility for the Resident Participation programs in the Central, Kinsman and Glenville areas. In the Hough area, the Hough Community Council, a representative community organization, will take over the direction of the Hough Resident Participation program. In the Near West Side-Tremont area, the Resident Participation program will be operated as a part of the NOC program.

The new and amended proposals emphasize a) developing resident participation in the poverty program, b) coordinating the activities of Resident Participation staff and NOC staff, and c) developing resident direction of the Resident Participation programs.

RESIDENT DIRECTION OF RESIDENT PARTICIPATION PROGRAMS

In each of the five areas, a Resident Participation Priorities Commission will be set up, with representatives from the area's CCB and the Area Council(s). This Commission will establish the priorities for the use of Resident Participation staff time, aside from that already committed to the CCB and Area Council programs. The major difference between the three Resident Participation programs will be the structural mechanism through which the priorities set by the Commission are translated to the Resident Participation staff.

COUNCIL FOR ECONOMIC OPPORTUNITIES IN GREATER CLEVELAND
SUMMARY OF THE ACTIVITIES OF THE PLANNING DEPARTMENT - 1967

The primary function of the Planning Department is to provide technical assistance to low income residents of the community through the Council for Economic Opportunities, its committees, and the Community Opportunity Boards to enable them in determining the best course of action for solving their problems and providing them with expanded opportunities to enter the mainstream of American life. In carrying out this function, the Planning Department has participated in the planning of both city-wide projects designed to deal with the general problem of poverty as well as providing assistance to local groups in the planning of programs designed to meet a specific need in their own community.

I. Participation in planning of city-wide neighborhood based programs.

- Development and funding of the AIM-Job program.
- Development and funding of the 1060-- Youth Employment Program.
- Review and assistance in the refunding of the programs of 13 delegate agencies as well as three programs of CEO.
- Participation in and assistance of the Mayor's Council for Youth Opportunities in the development of the Youth Opportunity program for the Summer of 1968.
- Assistance in the development of the City's Model City application.

II. Participation in the planning of local neighborhood programs.

- Development and funding of the Hough Parent-Child Center program.
- Development and funding of the Hough-Norwood Comprehensive Health Center.
- Assistance in the planning for the Hough Multi-Service Center.

III. Assistance to local resident groups

- Assistance to the Oakwood Village Community Advisory Board obtain outreach workers and in obtaining technical community planning assistance.
- Assistance to the Hough Community Legal Advocate Association in the development of a proposal for a Community Legal Advocate program.
- Assistance to the Outwaite Rehabilitation Center Association in developing a rehabilitation program for alcoholics.
- Assistance to the Hough Community Council and the West Side Civic Association in the development of an alternative proposal for the resident participation program.
- Assistance to the Thackeray Street Club in developing a housing repair program.
- Assistance to CAY in the development of their Impact program, and in the development of several programs.
- Assistance to the Domestic Workers of America in developing an organizational program.

COUNCIL FOR ECONOMIC OPPORTUNITIES IN GREATER CLEVELAND
PUBLIC INFORMATION OFFICE
FACTS - 1967

Success was noted this past year in major involvement with local professional groups and major business and industry. Media offices - press, radio and television - have been most generous in their cooperation and contributions. Local weekly newspapers and the foreign language press have been tied into a close cooperation of carrying our releases.

In this past year, the Council for Economic Opportunities in Greater Cleveland has averaged at least one-half hour radio or television time per week on local stations. This does not include standard type of spot news coverage on local news programs.

Arrangements have been made for the Cleveland Plain Dealer to contribute the cost of printing and publishing the Council for Economic Opportunities' first Annual Report.

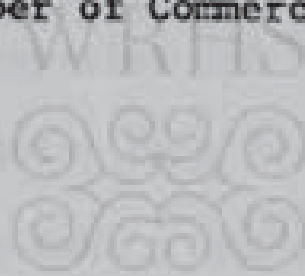
Area business and industry contributed regularly toward various program promotions; for example:

- Fisher-Fazio-Costa Foods Inc. contributed \$700 toward promotion of the Neighborhood Youth Corps enrollment drive.
- Pick-n-Pay Supermarkets contributed \$1,765 toward purchase of Christmas turkeys which were distributed at several Neighborhood Opportunity Centers.
- Several Headstart classes from the Hough area were treated to this year's circus, through the generosity of the Grotto Circus Headquarters.
- The Cleveland Baseball Club contributed several hundred free admissions to all Neighborhood Youth Corps enrollees.
- Francis Coy, President of the May Company, hosted the Foster Grandparents to the recent Home and Flower Show. (The local offices of the Musicians' Union and Management of the Cleveland Sheraton Hotel served as hosts to the Foster Grandparents at their recent mixer.)
- Through the cooperation of several area councilmen and the staff members of the Cleveland Press, a successful job development program has been inaugurated at the Kinsman Neighborhood Opportunity Center.
- Magazine publications of the Cleveland Electric Illuminating Company and Ohio Bell Telephone Company carried several special illustrated features on several aspects of CEO programs.
- Whiting Business College has made available 20 full-time scholarships to poverty area residents. Each student com-

pleting the training in office skills and procedures will then be placed in private industry. (This same school has opened to CEO the complete facilities of its typing classes for instruction on three separate days of the week and in full three-hour sessions.)

- Such responsible civic and business groups as the Greater Cleveland Junior Chamber of Commerce, The League of Women Voters, and the Junior League of Cleveland, have been involved in CEO programs on either a cooperative or consultive basis.
- Several major tours of the target areas and special visits to various program and project sites were arranged for area leaders of business, industry, news media and education.

A special model program has been structured for the young adults of the inner-city to train young people for a stronger role in the world of business. The United Youth Council, comprising nearly 1,000 members, has been directly involved in a long-range training program with the guidance of representatives of local government, business, industry, finance and numerous communications offices. Advisory Commission Members are: Ralph W. Findley, Executive Director of the Council; Russ Musarra of the Cleveland Press; Richard Trembath of WKYC-TV; W. O. Walker, Publisher of Call and Post; Larry Evert, Businessmen's Interracial Committee; Joseph Reed from Ohio Bell Telephone Company; and Sherman Titens, Attorney and President of the Cleveland Junior Chamber of Commerce.



[967]

COUNCIL OF CHURCHES - HEAD START PROGRAM
1710 Prospect Avenue

PROPOSAL FOR REFUNDING
PROGRAM YEAR "C"
FEBRUARY 1, 1967 - JANUARY 31, 1969

SUMMARY

- I. Sponsor of this proposal for refunding is the Council of Churches of Christ of Greater Cleveland.
- II. Administration of the program is in the hands of the Head Start Administration Committee composed of twenty-six neighborhood representatives elected by parent groups at each center and thirteen members-at-large from city and suburbs. It is intended that this Administrative Committee will soon move toward separate incorporation and become the eventual sponsor of the program. Financial help from the Council of Churches is pledged to continue for such a separate incorporated sponsor.
- III. SCOPE OF THE PROGRAM:
 - 13 Centers in ten churches and community buildings located in target poverty areas.
 - 26 Classes.
 - 390 Children age 3 1/2 to 5
 - 57 Paid staff working with children, their parents, and in a central headquarters office.
 - Medical program supervised by the Northeast Ohio Pediatric Association.
 - providing physical examination and screening for each child.
 - inventory of dental, speech, hearing and vision needs.
 - referral for appropriate treatment or follow-through where indicated.
 - Family Service help to tie in child and family needs with other community resources.

SUMMARY CONT:

- Psychological referral and evaluation for emotionally troubled children or children with special learning problems.
- Volunteer program placing over 12,000 hours of volunteer service in classroom, and in technical assistance.

IV. THEORETICAL RATIONAL OF THE PROGRAM:

1. Intensive early work with poverty children can greatly increase their reading and learning readiness for public school experience.
2. Parent participation in effecting Head Start, public school, and community activities provides a much needed basis for role model's which the child copies and which basically influence his sense of vitality and ultimate ability to reflect sustained motivation.
3. The procedures of Head Start both with regard to early childhood education and the later childhood and adolescent years must provide a basic new set of information which changes and alters public education methods in the classroom and with regard to the role of parents in educational policy. This is the justification for private Head Start programs: that they explore and demonstrate new and better ways to accomplish the total educational function in the urban community.

V. NEW PROGRAM FEATURES:

1. Parents involved in policy making and administration.

Greater emphasis is being given to developing strong parent-neighborhood groups at each center.

The Administrative Committee or Board has been enlarged twice in the past nine months moving more and more to that day when it honestly reflects a parent operated program.

SUMMARY CONT:

2. Educational programming has identified the need for creation of much greater community referral resources and treatment resources for the child with special emotional problems. A central emphasis of the education program is looking for the ways to develop such resources.

3. Career Progression and Salary Administration Practices.

The Council of Churches Head Start program is attempting to develop new salary and job description procedures which permit easy step-progression along a salary and career progression line for teaching and parent counselor staff. These are tentatively written into this new proposal and have the effect of creating one main category - Teacher and Parent Counselor instead of those categories plus the Aide or Assistant position. This procedure has not been finally approved.

VI. BUDGET

1. Personnel	\$308,841	194,838	326,664
2. Consultant & Contract Services	61,278	32,100	60,300
3. Travel	4,590	2,016	4,530
4. Space Costs & Rental	34,510	18,328	34,510
5. Consumable Supplies	10,430	2,093	14,357
6. Non-Expendable Supplies	3,922	1,218	2,922
7. Other Costs	2,872	2,431	12,456
<u>Grand Total Cost of Component Project</u>	426,443		455,739
LESS NON-FEDERAL SHARE	42,940		91,407
FEDERAL SHARE	383,503		364,332

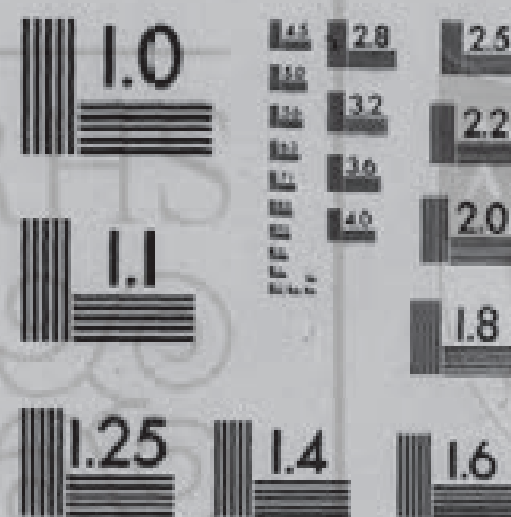
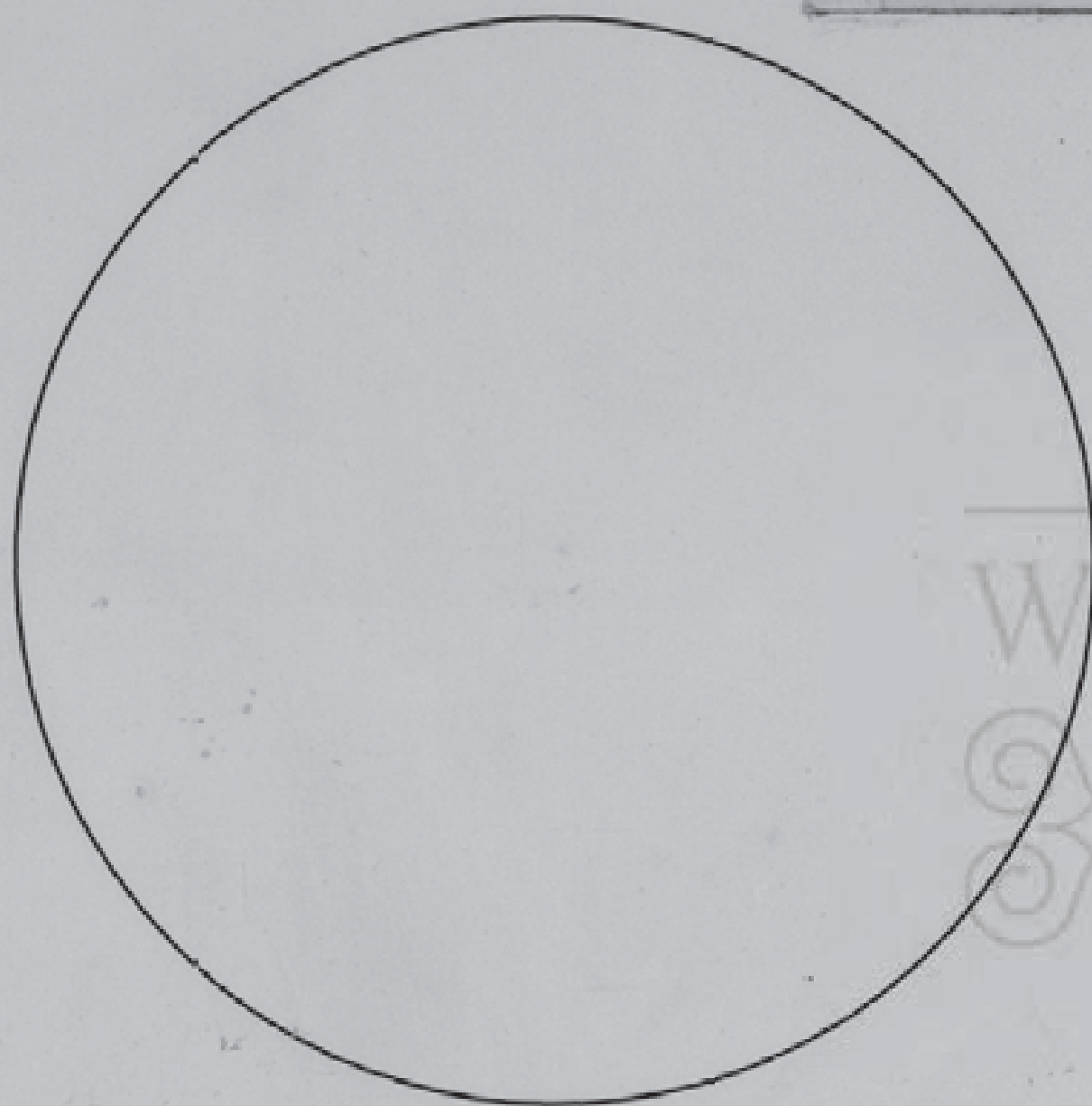
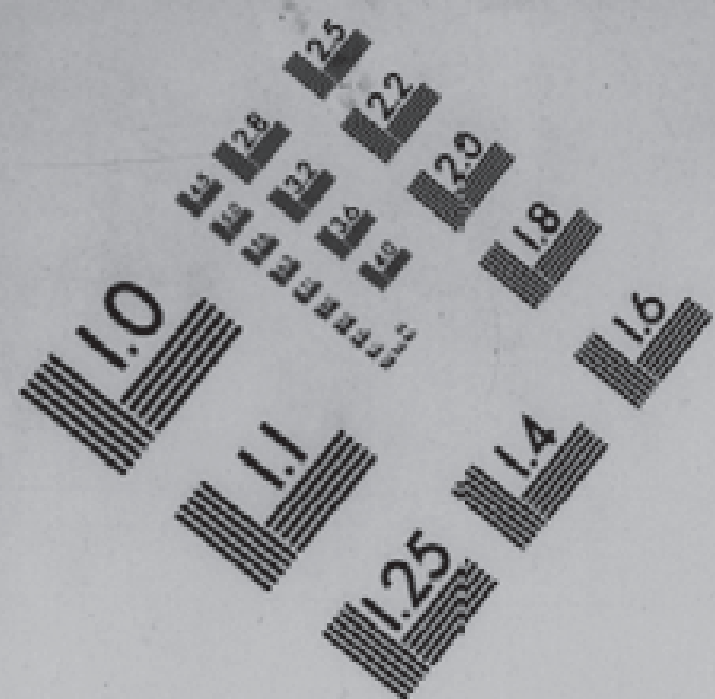
**CONTINUED ON
NEXT ROLL**



THE WESTERN RESERVE
HISTORICAL SOCIETY

10825 East Boulevard

Cleveland, Ohio 44106



0 12x 16x 20x 24x 28x 30x 36x 40x 48x

SHOULD MEASURE .25" AT REDUCTION

REDUCTION RATIO:

REDUCTION
RATIO 13X

