

*Neighborhood Center Councils*

Each of the neighborhood centers has a board the chairman of which is also a member of the CAA Board and its executive committee. Originally, the director of each neighborhood center appointed the chairman and all the members of the neighborhood council. This has been changed so that each center director now appoints sixty board members who in turn elect ten additional members, their chairmen, and one delegate to serve on the CAA Board.

The neighborhood councils are to act in a purely advisory capacity but programs do have to be accepted by them before they are implemented by the service centers.

*3. Operation of the Centers*

The Executive Director of the CAA, chosen by the mayor, has in turn controlled the selection of all other employees at the CAA central office, the center directors, and all center staff members. The Community Representatives are screened by a private firm of personnel psychologists who test applicants for personality and attitude traits in order that all representatives conform to the desired pattern. All CAA and center employees are city employees and are subject to city rules and regulations. Each center has a director and assistant directors for Recruitment and Referral, Environmental Services, and Program Action. A business manager and a records supervisor also report to center directors.

Working in the Recruitment and Referral sections are community representatives whose job it is to contact people in their areas and to get them to come to the centers for services. Working in the Environmental Services division are employment counselors, family counselors, intake supervisors, and interviewers. This division is designed to assist the client with employment and family problems and to work closely with the agencies concerned directly in these fields. The Program Action division includes activities coordinators and program representatives who work to organize and implement programs in the neighborhood; e.g. youth activities, anti-rodent programs, and housing improvement programs.

Many of the program representatives work outside their respective centers in program stations to implement the programs for which their center is responsible. These stations are located in delegate agency facilities that are also carrying on some program responsibilities. In addition to the program stations, there are out posts which are essentially small centers but are decentralized throughout the community to reach and serve the people more effectively. The program stations and the outposts are the organizations closest to the people in terms of location and intimacy.

One way in which the centers involve the poor is to employ them for positions as community representatives, program representatives, clerical staff and in other posts. There are professionals also employed in administrative and technical positions but most of the work is performed by poor people of the neighborhood. These people receive a relatively small amount of formal training but a great deal of exposure to problems they are expected to handle. The employees interviewed were very pleased to be associated with the program, not only because it meant having a job, but also because of the feeling that it is genuinely serving the people who need it.

It can be noted that most center officials feel that their allegiance is with the city's anti-poverty program and not necessarily the particular neighborhood in which they may be working. Most of the senior center officials are shifted around from neighborhood to neighborhood.

*4. Control of the Centers*

The system is designed so that policies are established and programs are designed at the highest level with the programs to be carried out at the center level.

The CAA Board and its major committees are controlled by senior officials from the well-established organizations and the controlling official is the mayor of the city. All personnel are hired by the central office and it is clear from widespread interviews that there is a considerable amount of uniformity of view among all persons associated with the program as employees. The CAA Director, his staff, the center directors and their employees all share the same views on the fundamental issues and policies. Since the center directors control the memberships of their respective center boards, these board members too are part of the family and do not represent an element of discord.