

At the center level there is a great deal of referral and coordination activity. In many cases, such as the State Employment Service and the Welfare Department, arrangements have been made for employees of these agencies to work right in the centers. The employees of these agencies have preferred to work according to the traditional patterns of a 9:00 to 5:00 schedule; however, the centers stay open until late at night and the agency people have been prevailed upon to change their work patterns. Some personnel of these agencies feel that the centers duplicate their efforts or encroach on their responsibilities. Others have indicated satisfaction that they have been able to extend their services through the centers. The problems of coordination appear to be principally administrative in that each of the organizations has its own views as to the most effective ways to serve the poor.

The CAA and the centers have not been without criticism from officials of these agencies. These agencies have been forced by the mayor to decentralize, to engage in programs new to them, and to cooperate with the anti-poverty group. The availability of anti-poverty funds as well as the strength of the mayor are the carrot and stick that keep them moving along.

More serious criticism of the program has come from civil rights leaders, from leaders of established neighborhood organizations of the poor, and from private agencies outside the "in" group. These persons charge that the program allows no room for dissent, co-opts programs and personnel from organizations that may threaten their powers, refuses to deal with established community organizations unless these organizations conform completely and entirely to all views of the CAA, and permits no meaningful participation of the poor in policy-making. These persons feel that the program is being used as an extension of the mayor's vast political power and does not deal with the meaningful issues in the war on poverty. They feel that the program fails to organize the poor as a politically independent force, and does not control slum landlords or end segregation in housing. Philosophically, this group feels that the provisions of services should not be the most important aspect of the anti-poverty effort and that the handing out of more services does not attack the root of the problems of the poor or encourage their upward mobility.

9. Programs

Efforts are currently underway at the Center to serve the "whole family" rather than only offering service to one member of the family. The theory is that a man with one problem will have a lot of problems and his family will reflect even more. A reorganization was planned at the time of our study in order that the family could be emphasized and Center services coordinated around this goal. The formerly-named Recruitment and Referral Department is to carry out this activity and coordinate services for the family.

Programs of this Center are said to originate from a variety of sources. Some programs are submitted to the Center Council by community organizations such as the Boy Scouts or church groups. The Council itself may initiate a program or accept a proposed program from the CAA and it has veto power over a CAA-initiated program. However, our observers in the area concluded that the only resident-originated programs that had actually been carried out were innocuous summer play activities and team sports. There could be recalled no incidents where a CAA program had actually been rejected by the council.

Most of the Center programs are offered under the auspices of established community agencies who work closely with Center workers or house Center staff members in their agencies. These agencies include an association for retarded children, Legal Aid, Family Services, Youth Welfare, Public Welfare, work training organizations, a small business opportunity association, and the employment service. Due to CAA and Center influence these agencies have been called upon to offer new types of services in response to area need. Jobs for youth, building inspection, anti-rodent campaigns, and lead poisoning control exemplify the innovative programs.

In an attempt to alleviate the juvenile delinquency problem in the area a number of recreational programs have been setup to attract youth to the Center. Team sports, charm classes, physical fitness classes, and teenage dances are all a part of the recreation program. Tickets for various events outside the Center are often distributed to clients. College scholarships and job-training are offered to members of the youth groups, including a Seafarer's Apprentice Program, training for Civil Service exams, and the Neighborhood Youth Corps. Arrangements with a nearby university have helped to make scholarships available to qualified high school graduates.