

are directed to change or evaluate the program. Some neighborhood Council members complain that they are not consulted on programs and policy while others on the Council offer the opinion that policy-making ability of most Council and Center staff members is highly limited anyway and that it is best to keep things flexible and let policy and programs evolve from experience and demonstrated needs of the area. Clients complain of the waits they must endure before receiving services; everyone complains about the incompetency of the Center employees, and they complain about each other. The Center Director's comment that his main problem is high staff turnover seems to substantiate the fact that employees are dissatisfied. One Center Council member commented that the only criteria for employment at the Center was skin color and that "they go out and hire just any Negro on the street just because he is colored."

In contrast to Center I, the pleasant atmosphere, the joking among staff members, and the friendly attitude toward the public does not exist here. Efficiency suffers as a result of this lack of cooperation among the staff members and we are led to believe that this factor seriously detracts from the acceptance and effectiveness of the many programs offered by the Center.

17. Outreach

The ability of the Center to reach all the 140,000 residents of its service area is limited by its geographical location. As previously stated, it is at the edge of the area, and several staff members pointed out the difficulties this produced. A program station in the public housing units, several miles away, somewhat extends the Center's reach, but it remains difficult to offer these potential clients a wide range of services. The alcoholics on skid row, another large group of potential clients, have been relatively neglected.

A group of 42 Community Representatives in the Recruitment and Referral Division carry out the bulk of outreach operations via door-to-door contact and the program station. In contrast to Center I, this Center relies a great deal on advertisements and fliers, and many clients at Center II were there in response to these. An examination of the records reveals that over 1,000 people visit the Center during a given week but this figure may be misleading as the number of different individuals participating could not be determined from Center statistics. The very nature of some of the Leisure Time activities might tend to draw some individuals to Center the day after for such things as play practice or basketball practice, etc. The majority of activity seems to take place under the auspices of this Leisure Time program which draws over 500 to the Center each week. The Manpower (or employment) programs account for a quarter of the Center's clients or almost 250 cases per week. An overwhelming number of Center clients are youth; they account for the participation in Leisure Time activities and a great number of the employment interviews. Of the 250 clients interviewed during one week last summer, only 52 were adults.

During a typical week community representatives will visit about 1,200 families, referring most of them to the Center for services and activities. Center personnel are notified of these contacts by the community representatives and potential clients who do not appear at the Center are to be contacted again.

18. Services

The CAA has set up uniform organizational structures in all Centers and in accordance with these guidelines, Center II employs an Environment Services Division to dispense Center services, refer clients to the proper agencies for assistance, and follow-up cases until the problems are resolved. A client at Center II undergoes a procedure similar to that of the client at Center I. He is met at the door by a receptionist or Information Attendant who directs him to an Intake Interviewer who determines his needs and directs him on to the appropriate counselor, program representative, or delegate agency. In addition to the staff of over 100 people, many volunteers work with clients and provide service to them by conducting recreational programs, grooming classes, etc.

The list of services offered by the Center and its corresponding agencies is almost endless. Such an itemized list would include employment counseling and job placement for youth and adults, welfare services, Americanization classes for aliens, homemaking classes, mental and physical health clinics, small business counseling and loans, consumer education, and various housing programs. The Leisure Time program offers its particular variety of services to youth and a similar social program for the elderly has been set up. Services are