

League feels that this image does not reflect the total scope of its activity, that it does indeed serve people of the Center's target population. Urban League representatives informed us that "No matter how many lower class Negroes we place in jobs, they (Center staff) won't believe us."¹

A conflict exists between the NAACP similar to that of the rift between the Center and Urban League. Many of the Center clients feel that NAACP is attempting to attract middle class Negroes into its membership and shows an obvious lack of interest in the lower class Negro.

The Center experiences an excellent relationship with churches in its target area, to the extent that churches constitute a media for the advertising of Center programs, services, and activities. The churches have set up a CAP organization which sponsors programs to curb rebellious youngsters and prevent juvenile delinquency. The church-sponsored CAP has very little contact with the Center except in the cases of occasional referrals.

3. Organizational Arrangements

CAA Board of Directors

Originally a group of seven appointed by the Mayor, the board has been enlarged to 17. Ten additional members were appointed (on the advice of OEO) to represent the public. These new members were also appointed by the Mayor, and included representatives of various civic groups, schools, and businesses. The Mayor is an ex-officio member of the board. Most of these are community leaders. The function of the board is to create a policy framework within which various poverty programs in the city can be run.

CAA Administration

The CAA maintains a skeleton staff which includes a Director, his assistant, an accountant, and secretary. The staff functions as a coordinator of all the city's poverty programs and as the link between OEO and the various programs.

Neighborhood Poverty Committee

Thirty-one resident poor and their representatives comprise the membership of this powerful committee which sets up policies and designates Center programs. The committee has assumed the responsibility for evaluation of Center procedures and activities and has the final word on hiring of staff members.

Center Administration

Seven professionals and 25 neighborhood employees make up the staff roster for this Center. These employees work in one of four departments which are under the supervision of the Center Director: Community Services, Housing, Employment, and Administration.

In addition, nine professionals from outside agencies have offices in the Center at the present time. These agencies are Urban League, Family Counseling, Legal Aid, Youth Opportunity Center, and Welfare. Planned Parenthood, a division of the Health Department, has plans for placing staff in the Center in the near future. Six of the neighborhood workers have been assigned to assist the agency personnel. While these agency personnel are responsible to their respective agencies, they also are administratively responsible to the Center Director through the Community Services Supervisor.

Theoretically, all departments of the Center are under the supervision of the Center Director but many events indicate that the Director may not in fact have the authority to oversee the operations of all departments. There have been numerous instances where a particular Center department head corresponded directly with an agency and the Center director was ignorant of decisions made until he read about them in the newspaper.

The Director seemingly has little authority over hiring of his personnel. The responsibility for choosing Center employees is intended to be shared by the Director and the Board, but most of the personnel were hired directly by board members. Employees feel a loyalty to the board.

Extensive training programs have been set up for community service workers and clerk aides. Community Service Workers undergo orientation by Center supervisors where they are instructed in methods of group organization and given information about available services. The clerk aide training is an extensive program under the supervision of the Assistant Center Director. On-the-job

¹ The Urban League representatives at the Center were not funded for the second year of operation.