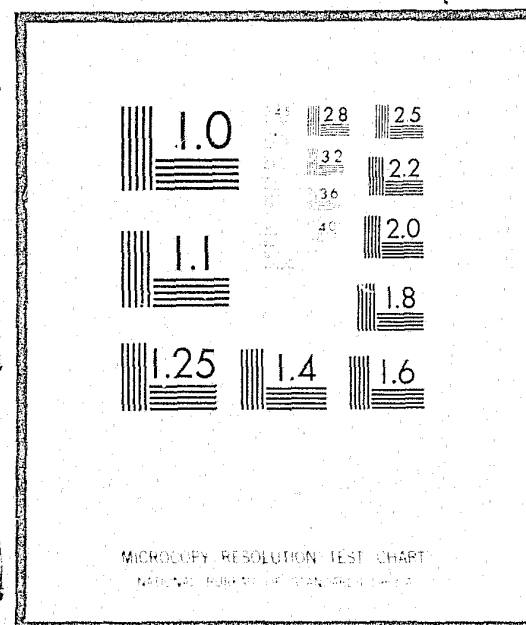


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ACQUISITION

FINAL EVALUATION REPORT  
AUGUST 30, 1976  
OPERATION PEACEFUL NEIGHBORHOODS —  
PH-401-75

"A Comprehensive Community Crime Prevention Project"

2635 Wharton Street  
Philadelphia, Pennsylvania

Performed by:  
COMMUNITY MANAGEMENT AND TECHNICAL ASSISTANCE CONSULTANTS, INC.

William B. McGray  
Carl D. Nelson  
Walter C. Vertreace

40202

## SUMMARY

The following is the final report for Operation Peaceful Neighborhoods, a comprehensive community crime prevention project, located in Holy Community Episcopal Parish, 2635 Wharton Street. The report is designed to give the results of the Controlled Interview Survey and several individual meetings held with community leaders during the summer months. They will also be a brief review of the Program's summer activities. In the conclusion of the report, the evaluator will give recommendations in relations to continued survival of the Program.

This Program operates under the aegis of Ethnic Heritage Affairs Institute, Inc., as a part of its comprehensive plan to foster inter-group relations among peoples. However, due to certain technical problems, the Program (OPN) was not endorsed by the city for refunding. Nevertheless, the evaluators felt it their moral and contractual obligation to submit a final report on this project.

Upon finding out that this project was not going to be funded for the coming year, the evaluators reached out to lend technical assistance to the project in order to try and help it to sustain its existence. This was the second year that the evaluators have worked with this project. Therefore, we are thoroughly cognizant of the necessity for this kind of Program in the South Philadelphia inner city. We have elaborated on this several times in previous reports.

In the past years, the evaluators have given several recommendations

COVER

for needed programmatic improvements. Nevertheless, programmatic design has remained the same with little effort made to move in a positive direction to assure survival. This was due primarily to poor leadership on the part of the Director of the core agency. There was a tremendous amount of technical leadership and training that was needed in order for this Program to survive. This assistance and leadership could have been provided by the Executive Director, but was not.

One of the major goals of the project for the past two years was "to enhance the competence of the community to deal effectively with its own problems and manage the affairs of the neighborhood." Some efforts were made in the direction of accomplishing this goal. However, not enough major emphases were put in this direction to accomplish a feasible and measurable end result. This was due primarily to the attitude of the Executive Director, who felt that the community was not yet ready to manage its own problems. The evaluators have recommended on several occasions that the Community Advisory Board move in the direction of forming a community non-profit corporation. This recommendation was based on much verbal communication established between the community leaders and the evaluators. After much discussion and indepth research in relations to the feasibility of forming a non-profit corporation, the evaluators reached the conclusion that the Advisory Board, with the proper guidance, was definitely capable of moving in this direction. Attempts were made to reach other goals and objectives as set forth in the PAP. However, accomplishments were not commensurate with needs or plans to meet those needs. More efforts should have been made on the part of Ethnic Heritage

Institute, Inc. to assure the survival of the Operation Peaceful Neighborhoods Center.

#### CONTROLLED INTERVIEW

The controlled interview was conducted with 18 persons from the neighborhood who were familiar with the Program. The respondents were all black, sixteen were females and two males. Their ages ranged from 22 to approximately 55 years. The interviews were conducted on Saturday, July 24, 1976 from 9:00 a.m. to 5 p.m.

The responses were predominantly favorable. The major interest of the interviewees appeared to be the survival of the Center, with primary concern for youth activities and the Food Buying Club. Some of the respondents' remarks were:

"The gangs still fight but not as much as they used to."

"The Center provides something for the youth to do."

"There is not as much Police protection as there could be."

"The Food Buying Club is convenient for the sick and the elderly."

"The Center has helped us to know our neighbors."

"The activities help keep the children off the streets."

"We need the same Police protection as Grays Ferry."

"Crime in the area is not what it used to be four or five years ago."

Recent Police Statistical Reports have showed that crime in the 17th Police District in some cases has increased and in others it has remained

about the same. Nevertheless, reports from the citizens of the community surrounding the Center state that there has been a positive change. One of the major changes has been the decrease in drug traffic which has effected the decrease in such general crimes as burglary, robbery and theft. Community Police relations also appears to be improving, with the coming of a new Police Captain to the district. In previous years, the apathy of the Police caused much strife for the community served by Operation Peaceful Neighborhoods. The new Captain appears to be committed to the protection of the entire 17th District not just the Grays Ferry Area.

Even though, there appears to be a great deal of enthusiasm among people who are directly affected by the existence of the Center, the overall community appears to be saturated with apathy. This is attributed to the degraded socio-economic plight that inevitably controls the motivation of its victims. The people of this community must be primarily concerned with the day-to-day struggles of basic existence. Therefore, there is a dire need for an active community center in this area.

RESULTS

The following is a disposition on the fluctuation of Community Crime Prevention based on the responses of persons interviewed by the evaluator. For the purpose of clear interpretation, the evaluator has divided the results of the Controlled Interview Survey into four basic categories.

They are:

- I. General Crime
- II. Fear of Crime
- III. Program Activities that Help to Prevent Crime
- IV. Police Community Relations

(See Chart on next page)

DISPOSITION	NUMBER OF OPINIONS
I. GENERAL CRIME	
Increased	0
Decreased	10
Remained the Same	4
No Comment	4
II. FEAR OF CRIME	
Increased	0
Decreased	9
Remained the Same	7
No Comment	2
III. PROGRAM ACTIVITIES THAT HELP TO PREVENT CRIME	
Youth	18
Adults	11
Summer Programs	18
General Community	16
Social Service Referrals	10
Other	4
IV. POLICE COMMUNITY RELATIONS	
Improved	16
Worsened	0
Remained the Same	1
No Comment	1

# CONTROLLED INTERVIEW

Interview Schedule to be Used with Knowledgeable Persons in the Community (e.g. clergymen, school principals) Who are not Formally Connected with the Community Crime Prevention Project.

1. In your opinion, has crime increased, decreased or just about remained the same in the \_\_\_\_\_ Community during the past few years?  
(Name of Area)

2. What is the basis for your opinion? How do you know?

3. (If the answer is that crime has increased,) What kind of crime or delinquency are you referring to?

Burglary YES NO

Robbery YES NO

Gang Fighting YES NO

Vandalism YES NO

Rape YES NO

Assault YES NO

Car Theft YES NO

4. (If the answer to #1 is decreased,) Why?

5. Do you think that people in the \_\_\_\_\_ Community - that their fear of crime - has increased, decreased or remained the same in the past few years?  
(Name of Community)

6. Why do you believe their fear of crime has increased, decreased or remained the same?

7. (Informant's knowledge of the project) Do you know about

\_\_\_\_\_  
(Name of project or Community Organization sponsoring project?)



8. What kinds of activities are they running?
9. What do they think they are doing, if anything, to reduce crime and delinquency in the \_\_\_\_\_ Community?  
(Name of Area)
10. In your opinion, have they been effective, at all, in reducing crime and delinquency?
11. How are police-community relations in the \_\_\_\_\_ Community?  
(Name of Area)
12. Have the police helped to reduce crime and delinquency?  
::
13. (If the answer to #12 is yes,) How?
14. (If the answer to #12 is no,) Why not?

SUMMER PROGRAM

The summer activities of the Program were somewhat stifled by the fact that Operation Peaceful Neighborhoods was not refunded. However, based primarily on the volunteer efforts of Ms. Arlene Tharpe, the Center's Community Worker, and Mr. Stan Savage, the President of the Advisory Board, there was maintained a Summer Athletic Recreational Program, Playstreets, Saturday Car Washes, Saturday Food Sales and a Talent Show.

SUMMER PROGRAM ACTIVITIES CHART

ACTIVITY	PURPOSE	RESULTS ACCOMPLISHED
Summer Athletic and Recreations	To provide recreation and other activities for youth.	Over 100 youth participated in the Bill Barry Basketball League. Games are played nightly and practice is held on Saturdays and Sundays. This is under the direction of Mr. Stan Savage.
Playstreets	To provide recreational and cultural activities for children between the ages of 6 and 18.	Over 200 children throughout the community participated in Playstreets.
Saturday Car Wash	To raise funds to purchase supplies and equipment to keep the Center running throughout the summer.	Over 20 youth participated in washing cars each Saturday.

## SUMMER PROGRAM ACTIVITIES CHART (CONT'D)

ACTIVITY	PURPOSE	RESULTS ACCOMPLISHED
Saturday Food Sale	To raise funds to keep the Center running throughout the summer.	Several mothers and ladies throughout the community baked pies and cooked dinners to be sold in the neighborhood.
Talent Show	To provide a cultural outlet for youth to display their creative abilities.	Over 100 youth from the community participated in the Talent Show in dance, drama, fashions and lending technical assistance. Over 200 parents and community people were in attendance. Refreshments were served.

## RECOMMENDATIONS FOR CONTINUED SURVIVAL

- I. A MAJOR EFFORT SHOULD BE MADE TO MOTIVATE AND STIMULATE THE INTEREST OF THE ENTIRE COMMUNITY.

### Method

- A. Door to door campaign
- B. Several rally type meetings using noted community and city leaders as spearheads.
- C. Form a coalition of elected community leaders.

- II. FORM A NON-PROFIT COMMUNITY CORPORATION

### Method

- A. Establish a community problems identification system in order to systematically obtain community needs.
- B. Use Community legal Services for advice and counsel in setting up the technical aspects of establishing a non-profit corporation.
- C. Establish the functions of the corporation in relations to the needs of the community.

- III. FUND RAISING

### Method

- A. Develop method for approaching foundations and corporations.
- B. Develop fund raising actions ... stemming from the community with maximum community input and involvement.
- C. Establishing method for seeking out and establishing federal grants.
- D. Develop rapport with local organizations which will be able to help in this endeavor.

EVALUATION INITIATED BY: Philadelphia Region, G.J.C.

PROJECT: Operation Peaceful Neighborhood CONTINUATION  
          City of Philadelphia/Managing Director's Ofc. NO.: PH-76-C-4A-5-521  
SUBGRANTEE: Ethnic Heritage Affairs Inst., Inc. CURRENT NO.: PH-75-C-4A-5-401

EVALUATION CONDUCTED BY: NAME: Community Management & Technical Assistance ConsultantsADDRESS: Parkway House, Room 1013, 2201 Pennsylvania Ave., Phila., PA 19130DURATION OF PROJECT: July 1, 1975 TO: June 30, 1976DURATION OF EVALUATION: March 10, 1976 TO: June 30, 1976DATE OF REFUNDING REPORT: April 20, 1976EVALUATION UNIT COMMENTS AND RECOMMENDATIONS:

Based upon the evaluator's report and a meeting to discuss this report with both the evaluator and the project, it was agreed that while the report did find that the project had increased the amount of service it is providing this year over last year, the report itself needs to contain more specific detail. The evaluator will provide some of that detail in an oral report to the Community Crime Prevention Committee and the Council as well as in an addendum to this report. We agree with the evaluator's recommendations that the project can go further in improving its communications and that more attention needs to be given to record keeping. Furthermore, we recommend that a definite timetable be set up for the community board and leadership assuming complete responsibility for the project.

# Refunding Report

## SUMMARY

RECEIVED MAY 03 1976

COMMUNITY DEVELOPMENT

AT THE UNIVERSITY OF MICHIGAN

The Operation Peaceful Neighborhoods Program is a comprehensive community crime prevention project. This program is designed to combat community awareness educational programs.

The project has sighted as its major goals:

- (1) To develop a social action coalition to work towards the solution of community problems
- (2) To bring needed services into the area and make them truly responsive to the needs of the community
- (3) To enhance competence of the community to deal effectively with its own problems and manage the affairs of the neighborhood

Operation Peaceful Neighborhoods Center is located at Holy Community Episcopal Parish, 2635 Wharton Street. Its service area primarily in the 17th Police District. The service area population is approximately 17,000 predominantly Black residents of Kings Village, Tasker Homes and sections of Grays Ferry. Forty percent of the population is under the age of twenty, ten percent are senior citizens, sixty-five years or older.

There is a plethora of problems which stem from the fact that this area is plagued with poverty and unemployment. There is poor and abandoned housing and a lack of adequate social services and health care programs. Recreational facilities are limited, and race relations remain poor. Therefore, the needs and demands for such a program to expand. The Center and staff have worked diligently to accomplish all the goals as set forth in the 1976 Grant Application.

# STAFFING COMPLEMENT

The Operation Peaceful Neighborhoods Center has a core staff of four (4). The volunteer staff of the Center fluctuates in relations to needs and demands of planned projects conducted by the Center.

Core Staff		
<u>TITLE</u>	<u>SEX</u>	<u>RACE</u>
Project Administrator	Male	Asian
Community Organizer	Male	White
Community Organizer	Female	Black
Receptionist	Female	Black

The volunteer staff ranges in number from fifteen (15) to thirty-five (35). This portion of the staff is racially and sexually mixed. They are used extensively in helping to implement youth, social, community development and crime prevention activities.

STAFFING COMPLEMENT

The Operation Peaceful Neighborhoods Center has a core staff of four (4). The volunteer staff of the Center fluctuates in relations to needs and demands of planned projects conducted by the Center.

<u>TITLE</u>	Core Staff	
	<u>SEX</u>	<u>RACE</u>
Project Coordinator	Female	Black
Community Organizer	Male	White
Community Organizer	Female	Black
Office Clerk	Female	Black

The volunteer staff ranges in number from fifteen (15) to thirty-five (35). This portion of the staff is racially and sexually mixed. They are used extensively in helping to implement youth, social, community development and crime prevention activities.



# CHART OF ACCOMPLISHMENTS

GOALS AND OBJECTIVES	ACCOMPLISHMENTS	PROBLEMS
<p><u>Goal:</u> To develop a Social Action Coalition to work toward the solution of community problems, especially that of Safe Streets.</p> <p><u>Objectives:</u></p> <ol style="list-style-type: none"> <li>1. Further develop and sustain the Neighborhood Center which became operational in the fall of 1973.</li> <li>2. Generate processes to organize the community for managing its own affairs.</li> <li>3. Develop and train a cadre of community leaders and volunteers from among the neighborhood for planning and implementing social, economic, educational and other programs.</li> <li>4. To seek and bring about commitment of the relevant city-wide human service organizations in helping the community plan service programs.</li> </ol>	<ol style="list-style-type: none"> <li>A. Working with block captains and area committeemen</li> <li>B. General community development training for the Center's core and volunteer staff</li> <li>C. Formulated work linkages with other community groups and agencies in the area: Residents in Action Committee (RAC) located in Grays Ferry, the Kings Village Community Assoc. and the Area H - Philadelphia Anti-Poverty Office.</li> <li>D. Obtain volunteer help from other agencies and individuals</li> </ol>	<p>*The staff and administration has made definite efforts to establish more rapport with the Grays Ferry Community Council. However, Grays Ferry Community Council continues to operate in its own unique vacuum.</p>
<p><u>Goal:</u> To bring needed human services into the area and make them truly responsive to the needs of the people.</p> <p><u>Objectives:</u></p> <ol style="list-style-type: none"> <li>1. To effect an ongoing community education program in safety and improvement of the neighborhood.</li> <li>2. To put into effect programs designed to combat crime in the streets such as safety of school children, escort services for senior citizens, gang control, etc.</li> </ol>	<ol style="list-style-type: none"> <li>A. Organized and established Community Crime Prevention Workshops and meetings</li> <li>B. Mobile health van from St. Agnes ... the van serves over 151 people a month, 65% of those served are White and 55% are Black citizens of the area</li> <li>C. Employment counseling is offered and referrals are made to the State Employment Agency and to Area H - PAAC Office</li> <li>D. Established play bolcks for over 300 youth in the area</li> <li>E. Distributed free lunches for the youth participating in the Summer Play Block Program</li> </ol>	<p>*There is a desperate need for strengthening the employment counseling of the program. This is due to the fact that unemployment is extremely high in this area. The referral and follow-up system should be enhanced and systematized.</p> <p>*Because of the demand for the activities of the Center, it has outgrown its present physical facility. There is a desperate need for a larger more functional building. (This is being looked into by the administrator and the current advisory board.)</p>

GOALS AND OBJECTIVES	ACCOMPLISHMENTS	PROBLEMS
<p>3. To make the neighborhood Center a focal point for as many services as possible of the various human service agencies who have responsibilities toward the community.</p> <p>4. To develop collaborative summer recreation programs.</p>	<p>E. Established functional youth club for boys and girls</p> <p>G. Ongoing socialization and motivation club for the elderly</p> <p>H. Show films and provide field trips, dances and a variety of cultural and social activities for youth</p> <p>I. Sponsor basketball team</p> <p>J. Provide escort services for the elderly</p> <p>K. Establish mothers club to provide escort services for Black school children</p> <p>L. Ongoing neighborhood Food Buying Club</p>	<p>*There is a need for more transportation for senior citizens. The coordinator for the senior citizens activities feels that more activities could be provided by a bus to take the senior citizens to social and cultural activities outside of their immediate neighborhoods.</p> <p>*Mothers, fathers and older youth must provide escort services for Black school children to and from school as they are constantly harassed and molested by Whites in the Grays Ferry area. In the past, police protection for these children has been relatively poor.</p>

## RECOMMENDATIONS

Based on resources, staffing, and facilities Operation Peaceful Neighborhood is doing an excellent job of servicing the community in accordance with goals and objectives set forth in the 1975-76 grant application. However, the following are some recommendations based on the impact evaluation survey of 1975, current interviews, collected data and on-site observations.

### Recommendations

### Suggested Implementation

A) Improvement in public relations methods. Such improvement should enhance the quantity and quality of community relations. There should be a well structured and organized PR effort in order that the public contact can be enhanced and stimulated.

The ideal situation would be a part-time person who would deal in nothing but public relations, and possible fund-raising for the Center.

#### Method

- a. More radio and television coverage.
- b. More newspaper (local and City) coverage.
- c. Distribution of program brochures and literature.
- d. Presentation of an annual report of program activity.

B) Improvement in record keeping system. Emphasis should be placed on a management information system so that more accurate data can be collected on the on-going progress of the program.

Such a system should include:

- a. Logs of weekly activities of the Center.
- b. Personal objectives records for each employee.
- c. Referral and follow-up information.

C) Larger and more visible facilities, if possible. The growing popularity of the Center and its activities demand a larger facility that can be used throughout the year.

The administration, staff and board are presently looking for a larger facility.

Recommendations (cont.)

D) Improvement of program for elderly. More effort should be made to recruit and develop activities for older males. There is also a need for a mini-bus for transportation for the elderly. The staff has stated that more activities could be attended if there were adequate transportation.

E) Board of Directors. More emphasis should be put on motivating the Board and stimulating general community interest beyond times of crisis. The Board should be moving in directions of becoming a non-profit corporation capable of management policy and decision making.

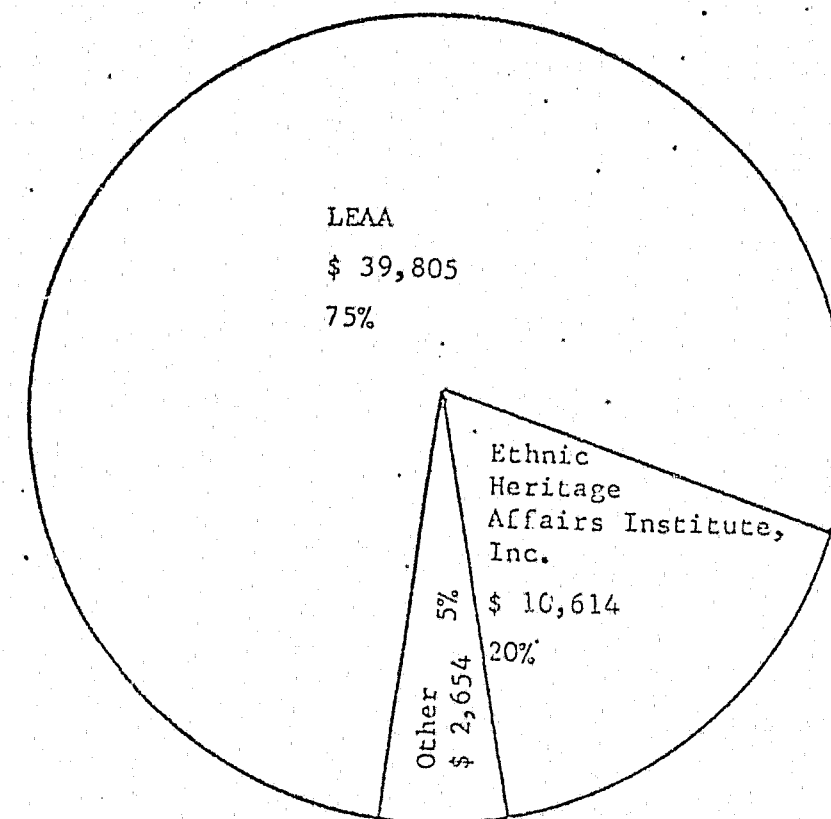
Implementation (cont.)

Such activities as (1) crafts (wood, metal, leather, etc.), (2) sportsman's club (such might be interest in attending, discussing and viewing athletic events), and (3) photography club (such interest as taking, developing and mounting prints).

A mini-bus might be obtained from some benevolent donor or by a major fund-raising effort.

This can be accomplished through increased public relations efforts: e.g., open house  
social meetings  
door-to-door campaigns.

# FUNDING



The Director was not able to give the Evaluator a detailed breakdown on how the funding was spent, but he was able to give figures on the funding resources. He also stated that the amount that the Ethnic Heritage Affairs Institute, Inc. will be contributing to the Center as matching and supplemental funds to meet actual expenditures would be more monies than were initially allocated.

# PROGRAM ACTIVITIES PROGRESS CHART

This chart shows the constant growth of the Project activities over the past two years. The activities listed on the chart are basic programs that have been undertaken by the Center.

[illegible]

ADDENDUM TO THE REFUNDING REPORT  
FOR OPERATION PEACEFUL NEIGHBORHOODS  
SUBMITTED MAY 4, 1976



## ADDENDUM TO THE REFUNDING REPORT

The following is a more detailed explanation of the accomplishments of the Operation Peaceful Neighborhood Project. The accomplishments are listed in relations to the goals and objectives on the Chart of Accomplishments on the original refunding report submitted April 26, 1976.

### GOAL A

#### ACCOMPLISHMENTS

##### A. Working with Block Captains and area Committeemen:

Twenty five (25) Block captains are involved in the program as volunteers for special programs. They are especially active in the school safety patrol project which is designed to escort children to and from elementary school. Five (5) committeemen act as resource persons for community development. They also serve as advisors and help in establishing rapport with other organizations throughout the city.

##### B. General Community Development training for Center's Core and Volunteer Staff:

In-service training is given in half ( $\frac{1}{2}$ ) day sessions once a month. In these sessions, there has been speakers from the Health and Welfare Council, the U. S. Department of Justice, the City Commission on Human Relations, the Welfare Department and Temple University. Topics which they have covered range from welfare rights to housing and urban development.

Core and volunteer staff have been sent to several training institutions at local universities and some state and national conferences in the areas of Development of Human Services, Community Organizing and Community Development.

##### C. Formulated work linkages with other community groups and agencies in the area: Residents in Action Committee (RAC) located in Grays Ferry, the Kings Village Community Association and the Area H - Philadelphia Anti-Poverty Office.

The program provided a service recreation program for eight (8) weeks

providing staff, equipment and materials in the section of Grays Ferry which is covered by R.A.C. This was done through collaborative efforts of both R.A.C. and O.P.N. These two (2) programs have also jointly sponsored holiday projects and programs for youth and senior citizens in the area. There have also been special cultural trips co-sponsored by both organizations.

Operation Peaceful Neighborhoods through Ethnic Heritage Affairs has provided some technical assistance in the area of housing for the Kings Village Community Association. In the past year Kings Village and O.P.N. have worked jointly to deal with some of the housing problems in their area.

The Anti-Poverty Office has provided jobs for the project and acts as an employment outreach resource for referral.

D. Obtain Volunteer help from other agencies and individuals:

The following agencies, organizations and individuals have played major roles in the development and functioning of O.P.N.:

- 1) Neighborhood Youth Corps
- 2) College Work Study Program
- 3) Police Department's Office of Community Relations
- 4) Rat Control - Provided workers for the Center and technical assistance to homeowners in the area who were having pest control problems.
- 5) Youth Conservation - Help in recreation and sports activity.
- 6) Merchants and businessmen in the area provided over 1,100 Christmas gifts and sixty (60) food baskets to be distributed to the area's needy. They also provided paint and house improvement equipment for families in the community.

GOAL B

ACCOMPLISHMENTS

- A. Organized and established Community Crime Prevention Workshops and meetings:  
Films, lectures and workshops have been given by the Police Department's Community Relations Office, the Department of Criminology at the University of Pennsylvania and the District Attorney's Office. Some of the topics which were presented and discussed were Consumer Fraud, Senior Citizen and Women's Protection, Protecting your Home and Race Relations.
- B. Mobile health van from St. Agnes ... the van serves over 151 people a month, 65% of those served are White and 35% are Black citizens of the area.  
The Mobile Health Care Van from St. Agnes Hospital provides free health care testing once a month for residents in the area. Some of the tests which are offered are body measurement, blood pressure, pulse, vision, hearing and breathing. Blood studies for diabetes, kidney diseases and anemia are also given.
- C. Employment counseling is offered and referrals are made to the State Employment Agency and to Area H - PAAC Office:  
The employment counseling and referral program is not as strong as it should be. However, more efforts should be concerted in strengthening this particular area. The program should establish strong linkage with the State Employment Agency and other agencies dealing with unemployment problems throughout the city.
- D. Established play blocks for over 465 youth in the area:  
These play blocks were established at five (5) different locations for eight (8) weeks during the summer. During this period, there were over 2,000 youth who came in contact with the program through its daily activities.
- E. Distributed free lunches for the youth participating in the Summer Play Block Program:

Over 650 free lunches were distributed daily to needy youth who participated in the program.

F. Established functional youth club for boys and girls:

The Center sponsors two (2) clubs for young men and one (1) club for young ladies. Club Malcolm I for young men between the ages of sixteen (16) and twenty-two (22). Club Malcolm II is designed for young men between the ages of six (6) and fourteen (14). These clubs provide activities in the areas of sports, recreation, cultural and educational outlets for all youth involved. The youth clubs recently sponsored a very successful talent and fashion show. Other activities which they have sponsored during the year are clean-up campaigns, helping services for senior citizens and after school recreation and educational sessions.

Sections G--J can be attached to the explanation of Section E.

K. Established mothers club to provide escort services for Black school children:

The mothers club is primarily responsible for the escort service for the youth which is administered twice a day to and from school. Some fathers also participate in the program. There are approximately twenty-five (25) members who function daily.

L. Ongoing neighborhood Food Buying Club:

There are over ninety-eight (98) families who participate in the Food Buying Club. Orders are taken at the Center and food is distributed over a week from the Center.

## RECOMMENDATION

The evaluator wishes to stress Recommendation E:

E) Board of Directors. More emphasis should be put on motivating the Board and stimulating general community interest beyond times of crisis. The Board should be moving in directions of becoming a non-profit corporation capable of management policy and decision making.

The evaluator feels that the constituents of the Board possess an adequate amount of sophistication to move in the direction of becoming a non-profit corporation. However, there is a certain amount of technical assistance and training which must be given the Board and Staff in order for them to realistically accomplish the goal of becoming a non-profit corporation. A time-table and strategies should be set for moving in this direction.

END