

to take over jobs or services that they are not qualified to perform. For example, the Housing Department has complained that another department has been known to take over its duties of locating housing for clients. It appears that, in some instances, the department that initially receives the client tries to perform any and all services that he may require.

Resolutions of organizational problems are attempted through staff meetings of the heads of the various departments. However, a CAA staff member has voiced the opinion that the department heads are not meeting often enough and then only on an irregular basis. Observation and client interviews verify the lack of service coordination.

The Center Director has employed forty-eight area residents to fill various jobs as block workers and aides. Policy is based on the expectation that the people of the community will respond to block workers from their own area and that these workers should play an important role in organizing the community. In practice, many of the workers have shifted their attitudes since their employment and they have lost their identity with the poor and unemployed with whom they are hired to associate. The upward mobility tendency of these workers and their competitive nature for better paying jobs within the Center decreases their effectiveness as contacts with the poor.

5. Control of the Center

Policies of the Center are chiefly those of its parent organizations, the OEO and CAA. Where the policies and guidelines are clear, the Center Director is constrained to operate within boundaries set by them. It is true, however, that in some instances the policies are not clear and the Center Director has some discretionary power. In the matters of the general staffing of the Center, positions available, pay scales, and approach to services, rules may be strictly followed.

It is intended that within these boundaries set up for the Center, control is to be extended to the poor via the Neighborhood Advisory Council with its open membership. Yet attendance is small at these meetings—75 at a most important meeting—and it is the complaint of many residents that they cannot accomplish anything by going. Problems that have been voiced at the meetings have not yet been effectively handled and thus participation in the Council is small.

6. Budget

The present budget of all CAA operations in the city is about \$28 million. The budget for this Center is about \$400,000. About 90 percent of the Center budget is for salaries. About 15 percent of the total CAA budget is for the Centers.

7. Center Programs

The Center is expected to serve as a unit to accomplish several things: (1) supply a limited range of integrated services on a neighborhood basis; (2) through discussion make people aware of the problems they experience; and (3) through organization and discussion have them seek solutions to these problems.

Basic to the operation is the idea that the poor, through organization and collective action, should bring pressure upon existing institutions to effect change. This would result in some relief, if not solution, to their problems. Community action was to be the dominant component of the Center's program, but some services were to be operated for immediate assistance.

Interviews conducted indicate a consistency between the Center's stress on community action and the organizational structure. CAA has indicated its conception of the importance of this role by setting up a directorship of Community Organization. On the staff at the Center are two organization specialists and 19 neighborhood workers. This is, by far, the largest department at the Center.

In general, both the views of the Center's leadership and those of the CAA may be characterized as being opposed to having the Center function as a traditional service agency.

8. Outreach

One of the greatest emphases of this Center is that of outreach. Under the auspices of the Community Organization Department an extensive and systematic program has been set up to deal with the problem. Nineteen resident block workers, under the direction of two professionals, have been attempting to reach the population through the systematic organization of block clubs.

The extent and effectiveness of this program is difficult to evaluate. Statistics are available on the numbers of people who are contacted through the block club program and through the services at the Center. Our observers discovered that