

the neighborhood is maintained for the Legal Services, Consumer Action, the Credit Union, and Employment Departments. Policy calls for services to be offered to the client with the respective departments acting as a team, but these services are often uncoordinated and overlapping. There are many clients who receive all services from one department. Lack of coordination between these departments may be due in part to their physical separation.

The Center has been most helpful to people who represent emergency cases—those in need of food, shelter, and material things. Although it has no resources of its own for meeting these needs, it has contact with other agencies who do. As reflected in the interviews with clients, the Center represents a friend in time of need and has earned the gratitude of those served.

The greatest contribution of the Center is in the area of educating people regarding the methods by which available services may be obtained, with the result that many residents now have a greater understanding and appreciation of agencies which dispense services.

11. Community Action

It is basic policy at this Center that every available resource be utilized toward organizing the poor to recognize their problems and take collective action to solve them. This emphasis may be shown in three ways: (1) by personnel selection, (2) emphasis on the organization of block clubs, and (3) the make up of the Council membership.

Many personnel involved with this Center, including the Center Director and Deputy Director, have backgrounds of participation in activist movements. Many other policy-making personnel of the Center and CAA expressed philosophies of community action. It is true that many of the CAA personnel were not as militant in their views as were the Center Director and his Assistant, but all were opposed to the idea of the Center as a service organization only.

The importance of the organization of the block clubs was voiced by Center personnel on every level. The large staff employed to accomplish this objective is dedicated and systematic in its approach but the program is beset with problems. The classic complaint of not having enough workers to accomplish the job (only 19 workers to reach 33,000 people) is voiced the loudest. The Center Director is awaiting funds to hire more neighborhood workers for this department. Another problem in implementing this program is the high mobility rate of the people. About 25 percent of the area residents are new to the neighborhood since last year.

At one time the Neighborhood Council was limited to two representatives from each of the forty block clubs, but the community concern with a new site for one of the junior high schools in the area points to the need of a more broadly-based Council. It was then determined that all residents of the geographic area served by the Council were eligible for Council membership. A by-law provision granting membership eligible to all area residents was approved this summer.

12. Participation of the Poor

The poor are represented on the Center Staff as aides and neighborhood workers. They constitute the majority of the non-professional workers and greatly outnumber the professionals. They appear dedicated and from all indications perform effectively. It was learned, however, that the Center Director has dismissed those neighborhood workers who were not cooperative enough to perform jobs above and beyond their specified duties, such as helping in another department when necessary of running an errand. It has been noted also that some neighborhood workers disassociate themselves from their peers in the area after they have worked at the Center for a time. In the words of one of the staff professionals, "They want to become junior social workers."

It is the intent of the Center organization that the poor participate in community activities through their block clubs. The problems that must be surmounted to organize these groups have been discussed. Because of these difficulties many of the blocks in the area remain untouched. But it takes time for the block workers to visit these people and it takes more time and several more visits to encourage the residents to participate in any programs. Some of the block clubs that have been formed are being advised on how to deal best with housing codes and see that they are enforced. Clean-up details have been stimulated into action in some areas to clean up yards, streets, and homes. However, progress in this direction is slow and evidence of this work in the area is minimal.