

has been attained by about half of her staff members. Only one employee has a college degree—the Physical Education Director—and he is native to the Center area. The non-professional staff was hired by the CAA Program Director with the advice and concurrence of the Neighborhood Board and Center Director.

The ultimate amount of resident participation in staff roles has been attained here and it exists to the exclusion of all professionals. This method of staffing has both its advantages and its inconveniences, and they are exhibited here. The staff has been able to reach the people of the area and does have knowledge of the people and an understanding of their problems. However, according to some CAA personnel, the Center is a model of inefficiency. As these non-professional staff members lack the education and the experience of the professionals it is not surprising that they make administrative errors and that they will bring to their jobs little or no supervisory talents.

At this time the CAA is searching for applicants for the position of Training Director and it is hoped that upon filling this position, a comprehensive training program for Center staff members can be put into effect. The present training programs at the Center are very informal and consist primarily of weekly staff meetings where rules, policies, and programs are discussed.

4. Control of the Center

Organization and reorganization have occurred here on every administrative level to reach a *workable* method for the poor to control the Centers. To achieve this end and inspire active resident participation, the CAA has employed every known method of restructuring its organization and the organization of the advisory boards. A campaign in 1965 for the election of new neighborhood board members was particularly notable. Conducted over about a three-month period, the campaign utilized a veritable army of neighborhood workers to encourage people to register and vote. The rationale behind this project was that the poor were not being adequately represented on the existing boards. It was also the contention of the CAA that the poor should be removed from the traditional status of mere recipients of services. To accomplish these goals, great amounts of time, effort, and funds were expended during the campaign in order to increase the direct representation of the poor.

From all appearances it seems that the *mechanism* for Center control is now available to the poor and that those who do participate are doing so in an effective manner. CAA staff and nonpoor members of the CAA Board view the role of the poor in Center policy-making as one that is becoming increasingly more articulate and effective.

5. Budget

Funds allocated to the entire Neighborhood Organization Program for the fiscal year July 1966–July 1967 total \$438,637, to be divided between three centers. Approximately \$370,000 of this amount is to be spent on personnel costs, consultants' fees, and travel expenses for CAA and Neighborhood Board members. To illustrate the growth of this program and the increasing emphasis on community organization it is interesting to note that the budget request for the previous fiscal year was only \$101,868, or less than a quarter of the allocated amount for this year.

In addition to the community organization program allocation, the CAA receives funds for carrying out various other programs, such as Housing, Legal Service, Rehabilitation, Study Centers, and Pre-school. The budget request for all CAA programs for the previous fiscal year was \$1,400,000.

6. Center Programs

The original concept of the CAA founders was that the Center should be set up primarily as a multi-service institution to bring under one roof all the existing available services for the poor. A decentralization of agency services was envisioned, whereby personnel from each agency would be stationed in the Center. The secondary role of the Center was to be that of a focus for community organization and a place for area residents to congregate.

When this idea was actually put into practice, it was discovered that the two roles were proving to be incompatible, and that the primary role—that of the multi-service center—would have to be eliminated for the following reasons: (1) The agencies did not have sufficient confidence in their personnel to decentralize and place them out away from direct and constant supervision. (2) CAA people felt that the decentralization of services was not in fact improving their quality. (3) The residents of this area harbor a great deal of hostility toward