

operation. By and large it appears to be formal, authoritarian, and rather doctrinaire. The workers appear to have little autonomy. Any innovation must be cleared upstairs, and very often such requests are denied. For example, the field workers are required to wear shirts with ties even during hot summer weather; efforts to secure some punch and a few cookies to take out to the neighborhoods floundered in an incredible snarl of bureaucratic red tape; our field researcher ran into this kind of senseless rigidity on several occasions, one of which was so hilarious that even an upper level administrator felt it necessary to apologize for the absurdity of it all. Needless to say, the kind of atmosphere created by this sort of administration is hardly conducive to bold, innovative, experimental efforts to deal with the "hard-to-reach" poor. This problem group is not being reached at all by the program. On the other hand, the "easy-to-reach" poor—the respectable poor—are being served by the Center, which is providing them with opportunities they would not otherwise have. This represents at least some accomplishment.

CENTER "B"

1. Relationship of Center to Other Organizations

The Neighborhood Center with which our study is concerned was originally set up for the purpose of coordinating the activities of service agencies already existing in the community. It was felt by the CAA founders of the Center that these agencies were not reaching out to the population so that the services could be fully utilized.

At this point a conflict arose over the implementation of the program. Some people thought the Centers should be run by the existing agencies while others wanted the CAA to operate the Centers. A compromise was reached whereby five centers would be run by existing agencies and seven others in the city would be run by the CAA. This compromise served to antagonize those agencies which were not chosen to operate a Center. The evidence available suggests strongly that the conflict exists to this date.

The Center on which we have focused is operated by the CAA and has relationships with many other community organizations which offer services outside the physical location of the Center. The Legal Aid Society has an office in the same building. The Society is an independent agency, although financed by the CAA. These two groups work well together with the Center sending many clients to the Society.

Relations with various city and state agencies appear to be strained. This is particularly true of the Welfare Department. The Center staff complains of bureaucracy and red tape from Welfare and Welfare complaints of the Center as an instigator of complaints among welfare recipients. There has been some effort on the part of the Center staff to organize welfare recipients in the area, and Welfare does not like this. Other city department relationships have also been stormy due to a militant approach of the Center staff and residents who are demanding action, particularly of the Parks and Building Departments. The least cordial relations are those between the Center and the schools. There is conflict over after-hours use of school buildings which the Center is encouraging but which the schools are resisting.

There are a few contacts with private social agencies such as the Red Cross, Salvation Army, and religious service groups. These agencies are called upon in emergency cases and relationships appear to be quite friendly.

Formally, there exists an inter-agency committee which meets monthly at the Center. This committee has not been used effectively as yet.

2. Boards and Committees

Board of Directors (CAA)

The Board is made up primarily of community leaders. Five of its 16 members represent the poor. The Central Advisory Committee nominated ten candidates from which the Mayor appoints three and the county supervisor appoints the remaining two representatives. The Board is the official policy-making body of the Corporation.

Central Advisory Committee

This group is made up of two representatives of the poor from each of twelve areas serviced by neighborhood centers. The main function of this Committee is to advise the Board. The Committee is constantly contacted by the CAA Director to gain their views on proposed programs.