

membership of the CAA, (3) by voting at CAA meetings for five members of the Board from the floor, (4) by submitting proposals from the area boards, (5) by being members of boards of corporations under CAA such as Pre-School Council, Legal, etc., (6) by being part of CAA Task Forces which make final recommendations on programs to the Board of Trustees.

Participation of the poor has taken place in three phases. First, at the inception of the Center, there was considerable resident enthusiasm and participation on the board. Subsequently, when the board and Center accomplished so little, participation gradually decreased and was concentrated in a few hands. Currently, activists have won an election by gaining some community support for the idea of revitalizing the Center. Even at this time, there is only a very limited participation of residents in the neighborhood board, staff or activities.

Methods of work of these employees often bring them into conflict with professional workers on the CAA staff. It is the feeling of the professionals that these workers have methods that are too forceful and militant to achieve lasting results in a systematic manner. It appears that militant action and demonstrations have an emotional appeal for these people that is not found in the more peaceful approach. It is under the leadership of these groups that attention of the residents is drawn to the Center and other CAA programs.

One way in which some poor residents of the neighborhood do participate is as employees of one of the CAA programs. The director of community action, who is responsible for all these employees working at centers, treats these people in an authoritarian way and there is resentment between him and the employees.

CENTER "D"

1. History

A private, non-profit corporation which originated at an organizational meeting in March 1965, was slated to become the CAA for a three-county "rururban" area. Subsequent meetings of the founders throughout the spring brought the formulation of various programs (i.e., Head Start, NYC, NSC's) to be submitted to the OEO for funding.

During the summer of 1965, seven Head Start programs became operational and were accepted in the area with great success. By August of 1965, incorporation was completed and verbal assurance had been received that grants approximating a quarter of a million dollars had been approved.

In order to provide for greater outreach the Neighborhood Service Center program was opened in the fall of 1965.

2. Relationship of Center to Other Organizations

In this rural, sparsely populated area there is no such thing as a service center in the physical sense. There is one employee of the CAA who acts in this capacity. He is called the Area Representative. This worker does not have formal relationships with other organizations in the community except the Advisory Council. Relationships to CAA and other organizations in the community are, for the most part, informal rather than highly structured. The representative works directly with concerned individuals in the Head Start program, the Welfare and employment offices rather than the senior officials of these groups. This seems to have resulted in at least enough harmony to keep some forward motion and coordination among programs.

Relationships with the school administration appear to be good. It is this group which has given this worker and his programs the greatest support in this highly conservative area. The interaction between the area representatives and the school group has been advantageous to both. School personnel feel that his work has brought a greater interest and emphasis on education to the community. It has impressed the parents with the importance of education. The morale of the teachers has been raised because of this renewed interest in their field and their work.

Due to the personality of this worker, who is in fact the Neighborhood Center, it may be said that informal relationships with other community organizations are excellent. This is an individual who is native to the community, whose family is respected, and who brought honor to the community prior to his employment by the CAA. Thus, he brought to his position a rapport with the people in established organizations in the area. He works closely with the Welfare Department and has inspired that agency to assume a more active role instead of its traditionally passive one in its work with the poor.