

before the formation of the Center. The private welfare organization felt that it was the logical one to act as the CAA for the entire community. When, instead, a completely new corporation was formed, a deep fissure was created between the old and new groups. This conflict, coupled with the philosophical differences between the two groups, has served to create misunderstandings which still have not been completely resolved.

The subcontracting of some Center operations to delegate agencies, many of which are constituents of the private coordinating service group, has served to reduce some differences between the CAA and private welfare organizations. It does not appear that these private agencies have changed their views or programs to any significant extent; however, in some instances they have expanded their operations through indirect participation in Center programs.

2. *Relations With Other Organizations*

The Center works closely with local government agencies such as Welfare and Labor Service; personnel from these agencies are located in the Center. These ties appear to be mildly cooperative but conflicts sometimes arise over policy. For example, the Center has argued with Welfare and taken a position against the "man in the house rule" which cuts the family off relief if a male is present in the home. The Center has also had some conflict with the local Labor Department over criteria for job eligibility. In the area served by the Center, 75 percent of the youths have arrest records and must have police clearance before they can be placed in jobs. The Center feels that, in many instances, the police records should have been overlooked, thus making more of these residents eligible for employment.

A frequent criticism of the Center's relationship with other agencies is that their communication with the Center is not good. They feel that they are not kept informed of the Center's activities. Another impression received from discussions with outside organizations is that Center staff does not follow up their referrals to their agencies so that agencies like Child and Family Services take a dim view of the social services provided by the Center.

3. *Organizational Arrangements*

The *Board of Directors of the Corporation* is made up of over forty persons. Two-thirds of the members are community leaders in government, business and social services, and one-third are representatives of the poor appointed from among the membership of a Community Advisory Council.

The *Community Advisory Council* was established to advise the Board and is made up of five representatives elected from each neighborhood advisory council.

Neighborhood Advisory Councils work in cooperation with the Centers to formulate policy and approve of Center programs. Any resident of the target area is considered to be a member of the Council in his neighborhood. He may attend all meetings and participate in policy-making and program creation.

The chain of command from the CAA Director to the Center Director goes through an assistant CAA Director, an Operations Director, and a Director of Community Organization.

4. *Operation of the Center*

The Center has a staff of sixty persons, twelve professional and forty-eight non-professional. Social service, a newcomers' service, and community organization staff are housed at the central location of the Center. Also located within the Center are Welfare Department personnel and people from the Employment Service, who are funded and directed by their respective organizations. Separate housing is maintained for the Legal Aid, Consumer Action, employment, and Credit Union branches of the Center. The services of all these rather autonomous branches are to be coordinated by the Center Director, his assistant and their administrative staff. All personnel of the Center with exception of those employed directly by other agencies are hired by the Center Director. Professional employees are interviewed by the Center Director but they must be approved by the CAA Personnel Office. All staff members must qualify under guidelines set up by this department. Block workers and aides undergo a short informal training period conducted by their respective department heads.

It has been indicated that the Center Director who was relatively new to his job at the time of our study may be lacking staff support. Complaints by some of the staff members indicate that he should put forth more effort to coordinate the various departments. It is their feeling that some departments are allowed