

organize its resources to improve conditions in the area. Thus, a private, non-profit agency was formed in the spring of 1964. The aims of the Corporation were to bind up the wounds of the community, improve the local economy, attempt to present realistic goals to the poor and help them attain these goals. The Board of the Corporation was set up to have low-income representation, civic and nationality group representation, civil rights group representation, public officials, and a few other interested groups. The representation as planned was to include those groups that were most vocal and active in protesting conditions in the community.

The Center was founded in the winter of 1964-65 but did not have a Director appointed until the spring of 1965. The Director is a white male who had just returned from the Peace Corps. His initial problem was to win the support of both the Negro and white portions of the area and to gain active participants for the Resident Council. Establishing himself proved to be a problem but the community did come to accept him. In the fall of 1965 elections were held for the Council and out of the fourteen persons elected three people, one Negro, one white, and one Puerto Rican, became quite active and helped in establishing the Center in the community. There has been a constant battle to maintain interest among the members of the Council as most residents feel that no significant change in the affairs of the area will come from the program because of the perceived entrenchment of the local political machine in the area.

2. Relationship With Other Organizations

An unsatisfactory relationship with the city CAA has had a demoralizing effect on the personnel of this Center and those of the poor who work closely with it. It is their feeling that tight CAA controls over funds and programs are serving to relegate the Center to an obscure and ineffectual position. The difficulty here concerns primarily the CAA Steering Committee which most of the poor feel does not adequately represent them and is not responsive to their needs. Center staff members have complained of a lack of communication between the CAA offices and the Center. The programs which have been submitted to the Committee for approval have either met with no response or with disapproval on the part of the Committee. We were informed that Center personnel were often not notified of CAA programs in time for the Center staff to prepare its residents for them.

Relationships with the Welfare Department have not been of a friendly nature. There is the typical concern on the part of the Welfare Department over the possibility that the Center will work to usurp its powers over its clients and intercede with them to project a bad image on the agency. The feeling has been voiced by Center staff members that the Welfare Department is ineffectual in solving the problems of the people of the area and that their traditional methods of handing out assistance will merely serve to prolong the problems. Center staff feels that solutions to problems in the area call for community organization and the Welfare Department is thought to be afraid of such organization of their clients.

Relations with the Board of Education are considered the poorest, in regard to implementation of all the various educational programs with which the CAA and Center are involved. CAA and center officials concur that lack of cooperation here was a hindrance in getting their programs started.

The Center Director has established satisfactory lines of communication with the Community Nursing Service, Housing Authority, Scouting organizations, and a local college which provides tutoring services to Center clients.

3. Organizational Arrangements

Board of Directors

The Board of the CAA officially decides all significant policy matters and selects and approves of all key staff. The representatives of the poor on the Board are the Chairman and Vice-Chairman of each of four Resident Advisory Councils. These persons were elected from among the Council members who in turn were elected by the residents of their areas. One representative from each of four civic and nationality groups was elected by their respective groups. One representative from each of two civil rights groups was appointed by those groups.

The political establishment has a total of nine members including the mayor and six of his appointees, a county commissioner, and a member of the state legislature. Eight other members of the Board come from various agencies and