

Allegations were made by a school board member that the superintendent of schools had been involved in some of the early power plays to gain control of the CAA. However, since his attempts at empire-building were foiled, he has been unwilling to grant the cooperation of the schools for Center programs. This has been an unfortunate obstacle for the Center Director to overcome as many Center programs are youth-oriented. The first activity requested was a tutoring service for high school students and dropouts who wished to return to school. Despite resistance on the part of the school system, the Director managed to recruit the services of volunteer instructors and get the program into operation.

Contacts with the Welfare Department were stormy from the beginning. This is probably a direct result of the personality of the Center Director who is a blusterer, articulate individual with a penchant for getting immediate results. The Welfare Department resents the fact that the Director acts as a spokesman for the Welfare client in his relations with that agency. The Director invariably aligns himself with the client in a dispute with the agency and has created a dichotomy in the minds of the residents which consists of the Center, the poor, and "a few other good guys" versus "the city, the Welfare Department, and the politicians."

The Center personnel seem to be making some attempts at creating a more cooperative climate in which to work with this department. Their attitude is not compromising but rather cooperative and educational. They are working toward changing the attitude of the Welfare Department or at least the attitudes of some of its personnel, by apprising them of rules and regulations of their agency. The Center Director has been seen researching through voluminous stacks of Welfare Department regulations for methods in which to get the most benefit for clients. It cannot be said that the Welfare Department has improved the quality of its services as a result of Center activities but their quantity has increased.

The Red Cross, State Employment Service, and an active church parish group have lent their unqualified sanction and assistance to the Center. The Employment Service provides a counselor to work in the Center. The church group has encouraged many of its members to participate as volunteers in Center programs. The Red Cross has received Center referrals and assisted the Center with emergency services. With the exception of the employment services, all relationships are informal, unstructured, and largely based on cooperation to alleviate problems of poverty.

3. Organizational Arrangements

Board of Directors (CAA)

The Board of Directors of the present corporation consists of a minimum of 31 members. Eleven are representatives of the poor elected by resident councils; ten are representatives appointed from established community agencies such as the Board of Education, the City government, etc., and ten others are appointed from civic organizations such as the G. I. Forum, N.A.A.C.P., League of Women Voters, etc. There are three standing committees: Executive, Program Review, and Budget and Finance. The Board employs the Executive Director of CAA who is to recommend to them the appointment of other CAA staff members. The CAA Director and his staff administer programs which are approved by the Board and its executive committee.

CAA Administration

Under the Executive Director of the CAA are three units: a Program Support Unit, an Operations Unit, and an Administrative Support Unit. The Program Support Unit is composed of personnel who develop programs and carry out educational and training activities. The Operations Unit consists of an Operations Director who has formal direct contact with the directors of six neighborhood centers in the city. The Administrative Support Unit consists of secretaries and typists to aid the other two units.

Resident Advisory Councils

Each of the centers has an Advisory Council elected from residents in the community. The Center under study has a Council of 18 members, two of whom were elected to be members of the CAA Board. The members of the Council are both Negro and white, and eight of its eighteen members are women. The Council works closely with the Center Director who apparently sets up the agenda and calls Council meetings.

The Council has formed a number of committees which are centered around particular problems in the area and has made contact with various city au-