

thorities in regard to specific issues. Their primary function is to work with the Director to formulate policies and programs for submission to the CAA Board.

4. Organization of the Center

The Center Director is a young white man with a college background who has been a resident of the area since birth. He supervises a staff of three young women. The Assistant Director is a young woman recently graduated from college who is not native to the area. Her duties involve the supervision of two aides who spend most of their time in the field making contact with the residents. There is an employment counselor contracted to the Center from the State Employment Bureau. This young woman is a professional counselor with a college degree. Finally, there is one secretary who is a young high school and business school graduate from the area. Besides the paid staff of the Center there are five full-time volunteers, two part-time aides, and forty tutorial volunteers. The last category of volunteers consists mainly of non-resident professionals working with remedial reading and tutoring drop-outs.

Within the Center, there is little evidence of a strict formal structure of authority to be followed; duties and spheres of authority overlap. There appears to be complete freedom of communication among the Center workers and the Center Director. In the absence of the Director any member of the staff may speak for him or communicate with authorities. This relaxed atmosphere may be due to the fact that the Director has confidence in his staff. Staff members who in the past were found to be incompetent were dismissed.

Center staff members were hired by the Center Director with the approval of the CAA Director. Qualifications were set up by the Center Director and the staff was selected on the basis of professional competence and ability to relate to the residents. For example, the secretary was a business college graduate as well as an area resident who knew the problems of the people. Another criterion, that of financial need, was employed in the selection of resident aides.

Staff training, is considered important and is a continual process. Aides are given orientation assistance and some extension training by the Director. The Board of Education sponsors adult education programs for aides and resident advisory council members, including an analysis of "middle class cultural values." The training programs for staff members also include YWCA programs, university courses in social work, child development, and seminars on "poverty".

5. Control of the Center

The CAA Director is powerful and politically sophisticated. Although various departments have been set up under his leadership, there is general agreement that he does not delegate much of his authority to them. The Operations Department that was formed to supervise the centers is in effect not functioning. The CAA Director still operates personally with the center directors. He would like the resident councils and center directors to express problems to him so that he personally could mediate between the poor and the existing agencies of the community.

The CAA Board recently has emphasized the development of projects by residents and subsequent board action to "direct" the CAA Director to implement the programs. Thus, there appears to be a continuing struggle for primary authority in the program with the Board attempting to gain some initiative powers.

The Center Staff has expressed the opinion of the poor that true control of programs and policies rests with the CAA Staff and Board members who have little knowledge and even less concern over the problems of poverty. Most programs that are presently funded are those which have been imposed on Centers from above; therefore, most policy comes down from above also. The Director of this Center, however, has taken the initiative to act somewhat autonomously at times. He claims to have always acted on suggestions from the Resident Council and on needs defined by individual crisis situations. The people and the Resident Council are his major concerns. The policies that come down from above are followed only when they do not conflict with the needs of the community.