

# Community Chest

METROPOLITAN

ATLANTA COMMUNITY SERVICES, INC.

FULTON-DeKALB-COBB-CLAYTON-GWINNETT COUNTIES

167 WALTON STREET, N.W., BOX 1038  
ATLANTA, GA. 30301 / JACKSON 5-3481

October 4, 1967

Mr. Duane W. Beck, Executive Director  
Community Council of Atlanta Area, Incorporated  
1000 Glenn Building  
120 Marietta Street, N. W.  
Atlanta, Georgia 30303

Dear Duane:

In response to your letter of September 6, in behalf of the organization's participating in the development of a basis public recreation program for the City of Atlanta, the Community Chest acted favorably upon our participating in this study in making available \$2,500 toward the cost of this project. It is our understanding these funds should be used to cover cost of items that could not be provided from the budgets of the participating organizations.

We are pleased to note that the Community Council will co-ordinate this activity. The Community Chest, as a major source of operating funds for the Community Council, is also contributing to the "in kind" staff services which the Community Council will be providing.

Through the emphasis of this study will be on the development of a public recreation plan for the City of Atlanta, we hope that to the extent possible, consideration will be given to the private sector.

Sincerely,

N. F. Novak, ACSW  
Director  
Agency Relations Division

NFN/cm

cc: Study Participants



March 16, 1967

Mayor Ivan Allen, Jr.  
City of Atlanta  
City Hall  
Atlanta, Georgia

Dear Ivan:

You very kindly agreed to talk with the Board of the Commerce Club at their next meeting about the Community Council and its role in the life of the city. You asked me to brief you. Here goes.

The letter attached gives you my general feelings as to past accomplishments and future purpose of the Council. At a meeting of leading foundations yesterday and the Council's own Board of Directors today, the position taken in this letter was reaffirmed with one exception. Both groups felt the Council on its own initiative should not be an implementing body in the future. I very much agree. The implementing role of the Council was one assumed in the past because there was no other place to lodge certain ideas for action.

The principal implementing forces in our community should be local governments and the Community Chest. The War on Poverty belongs to the local community, not to the Federal Government. It has been working and should continue to work through local groups.

Officials of the Community Chest, the War on Poverty and some local governments have spoken out strongly about the need for a professional fact finding and social planning resource for the greater Atlanta area, one that is adequately staffed to do the job and independent enough to call a spade a spade. This sort of council not only can help get more federal and state money for the city but also by good planning can assume that money spent on programs goes as far as possible.

COPY



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To keep planning within the control of the local community, basic operating funds for the Community Council should come from local rather than federal sources. Officials of the Community Chest in general are in agreement with their responsibility for increasing Chest support and for sharing the Council's basic operating budget with local governments. Local governments, which two years ago gave no unrestricted funds for the support of the Council, this year are contributing \$27,500. This base must be expanded to include other counties and cities in the metropolitan Atlanta area.

A service you could do the community and the Council is to affirm the need for a strong professional planning council and the responsibility of public and private bodies for seeing that the Council is adequately financed to do its basic job. After the base budget is funded, the Council rapidly will get in a better position to contract with the city, counties, foundations and other local groups to do special programming and other work.

Since I shall be out of town the next couple of weeks, Duane Beck can furnish you other data which you may want before the meeting of the Commerce Club Board.

Cordially,

James P. Furniss

JPF/as

Attachment

P. S. Some of the places where the city of Atlanta and Community Council have worked most closely together are listed on the attached sheet.

J. P. F.

CITY OF ATLANTA -- COMMUNITY COUNCIL

Principal Areas of Collaboration

1. Design of the "Anti-poverty" Program application
2. Social Resources Study under C. I. P.
3. Assistance in developing Model Cities application
4. Revision of "Federal Aids Programs - Atlanta"
5. Chronic alcoholism -- planning



Community  
Council  
of the  
Atlanta Area inc.

ONE THOUSAND GLENN BUILDING, 120 MARIETTA ST., N. W. ATLANTA, GEORGIA 30303 TELEPHONE 577-2250

February 15, 1967

Mr. Boisfeuillet Jones, President  
Emily and Ernest Woodruff Foundation  
230 Peachtree Street, N. W.  
Atlanta, Georgia 30303

Dear Bo:

You and I talked recently about the Community Council, where it has been, where it is going and what it needs. The Council needs your help now, not to fulfill original objectives (which it has done in some measure) but to fit a new role in the complex and growing society which is Atlanta today.

When established in 1960, the Council was given a grant of \$50,000 a year for five years by your Foundation. The Community Chest matched this sum. The goals were -

- to find solutions to the problems of poverty
- to coordinate public and private social agencies
- to eliminate unproductive agencies through merger
- to provide the Community Chest with a decision-making capacity for its fund allocation problems.

At its inception, the Council was looked upon as a potential social planning and coordinating force for an area that lacked any effective organization of its kind. I remember Council Board members making speeches at civic clubs, promising all things to all people even before it had a professional executive or had had a chance to truly measure the dimensions of the job. Some thought of social planning as a study of a single social agency. Others saw it as a detailed guide for allocating social welfare programs for a ten-year period.



Although effective in a number of areas, the Council spent a good part of the first five years searching for a grip on social planning and problems that kept shifting and growing. Since 1960, the Council has met a number of the founders' objectives. Others it can meet within the next five years. Still others may require different approaches from originally envisioned.

Let's look at the record.

On the score of the problems of poverty, the Council:

- Experimented with new ways of delivering services to the poor in West End, particularly those which would help break the cycle of dependency
- Took the lead in planning Economic Opportunity Atlanta, Inc.
- Supplied the social fact finding and planning aspects of Atlanta's Community Improvement Program, on the basis of which it now is helping Atlanta apply for funds under the new Model Cities demonstration program
- Has established an information and referral service to help people find agency assistance
- Planned the training program for EOA aides and is now operating a training program for volunteers willing to serve in low-income areas
- Was materially involved in other efforts such as a work evaluation center, job development for and placement of older workers, a community school program, development of low-cost housing, lending to businesses in poverty areas and many others.

In the area of coordinating public and private social agencies, the Council's efforts have been effective in some cases but failures in others. The Permanent Conference has been a primary vehicle for the Council in the fields of health, recreation and welfare. Some of the achievements have been -



- Establishment of a \$225,000 Hospital and Health Planning unit as a regular Council activity
- Spade work for a comprehensive mental health program for Atlanta
- Assistance to the Mayor's Commission in its organization to combat Crime and Juvenile Delinquency
- Assistance in setting up Emory's Committee on Chronic Alcoholism

On elimination of unproductive agencies through merger, the Council's score is low for reasons outlined later in this letter. It was involved in the merger of agencies serving the blind and did devise a way to coordinate services for the elderly (Senior Citizen Services of Metropolitan Atlanta). Also, the Council's broad role has resulted in a number of agencies asking for consultation about their fields to avoid or to recognize duplications. A number of proposed agencies were investigated by the Council, some of which never got organized when the promoters saw they would be involving themselves in fields which were adequately covered.

On the score of providing the Community Chest with decision-making capacity for fund allocation problems, the Council has not yet done the job. A major difficulty here has been that some persons tend to oversimplify the task, expecting the Council can do a conscientious, good job with a staff that is woefully inadequate in number and background information. The community as a whole needs more information on the basis of which to make better decisions than it has in the social field.

A start was made with the Council's "Background for Decision Making," a delineation of major social welfare programs in Atlanta used by the Community Chest Budget Committee. The Chest also has had in hand for some time a Council proposal for an in-depth study of recreation in Atlanta as the first of a comprehensive series of studies in the social welfare and recreation areas. Still, this is the area where the Council can be faulted most by Council founders and particularly Chest members who desperately want decision-making



help. With perspective gained from six years with the Council, I feel the Council can and must help the community make better decisions but only under different conditions from those in which the Council has been operating.

Today, the Council's role is a changed one. It should be looked to for some of the same things envisioned by the founders. Others should be sought elsewhere. Still others which can emanate from the Council may have been only dimly envisioned seven years ago. This change in role is the product of changes in Atlanta, in society and in the experience of those of us who have grappled with the Council's mission since the beginning.

As background for understanding the Council's new role, let me cite some opinions.

The Federal Government today is pouring money into the social welfare field. Though checked some recently by Congress, this trend can be expected to continue. To justify this shower of money, Federal agencies must insist on plans against which results may be evaluated. In most communities, there are no effective local planning units, encouraging Federal agencies to do their own planning rather than relying on local groups. Even if there were effective local planning units, each agency must do some of its own planning or be derelict.

If Atlanta's own citizens are to have a real voice in how this Federal money is to be spent in their own community, they need effective mediums for expression. Our elected representatives are one medium. The Council can be another—one through which Atlanta leaders can discover the social facts about their community and have a say as to the type of programs they will or will not support. In some sense, the Council has played this role but not to the degree that it can or should.

The Council, then, must first be a source of information. Its Social Research Center is the key to any other effectiveness the Council may have. It must build up a bank of timely and reliable information, as well as techniques for getting other information quickly when needed. This sort of community resource is vital to federal, state and local governments, to public and private agencies, to foundations and to an informed public. Part of the job here is not only gathering the information but disseminating it in useful form, a job which the Council has not done adequately up to this time.



Second, the Council must be the vehicle through which Atlanta citizens can begin to do their own community planning. A major and difficult task ahead is what some describe as developing a conspectus of Atlanta's social welfare needs, an overview or a sketch similar to that produced by physical planning groups. Without it, the city may continue to ameliorate symptoms, mistaking them for causes of some of our most pressing needs. Thus the Council becomes not only the planner's planner but a planning organization in its own right. It can and must abate a common misconception that planning a program for an individual agency is comprehensive social planning.

Third, the Council must take the initiative in seeing that plans are discussed and implemented. Since it is not a funding body, it must be able to speak with a voice that is respected by those who dispense funds to public and private agencies serving our community. It must use the technique of exposing agencies and others to the facts of a problem, such as it now does through the Permanent Conference and as it intends to do with businessmen on the subject of unemployment.

And finally, it must be a consultive, evaluation and program development source for agencies and others. It is this last service which many in the community seem to want most from the Council and which, under its present organization and funding, it is least capable of doing without diverting staff from the first three. And without the first three jobs under control, the Council is not capable of doing the kind of work which the community should demand of it.

Today, the Council is underfunded to do its basic jobs—fact-finding, fact dissemination and planning. We have estimated they would require about \$200,000 a year invested in a core staff primarily devoted to those purposes. Having a core staff, the Council then would be in position to take on the job of consulting, evaluation and program development for fees which would pay for the added staff required and attendant overhead. The staff, under this arrangement, would be large enough to give the Council flexibility. It now does not have this maneuverability when it must divert someone from a basic job to do a special job which may or may not be consistent with the core job. We have had to do more and more of these special jobs because they have given the Council a means of contracting for work which in turn has meant income needed just to keep the core staff together. This vicious circle in the long run will lead to the destruction of the Council as an effective agency.



Mr. Boisfeuillet Jones  
February 15, 1967

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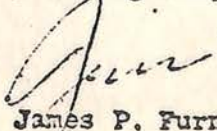
Right now, the Council needs relief from chasing special assignments that produce income. It needs to have at least two years—preferably three—during which it can

- Get the core job well underway without diverting personnel to other work
- Broaden financial support from Chest and local government sources for its core work
- Add staff and capacity to take on the special jobs which so many agencies and persons want the Council to do now, but only add people as the level of funded work would justify
- Build a much stronger base of understanding and support through the involvement of a more varied and interested Board of Directors. These directors when agreeing to serve must agree to take on active assignments as well as set policy
- Involve younger persons from all parts of the community in Council work, thereby serving as a source of future Council directors.

So, we need the help of you and your Foundation now. We need your advice, assistance, influence and we need money which I don't see coming from any other source in the community with the speed or in the quantity needed if the Council is going to go forward from its present plateau.

Because of my involvement in Jamaica, I'm asking Duane to get with you at the earliest opportunity to settle on what you think should be our next step in working out those things which the Council needs so very much now.

Best regards,

  
James P. Furniss

P. S. Am sending a copy of this to Billy Sterne who has agreed to help on the nominations to the Council Board this year.



March 15, 1967

Mr. A. H. Sterne, Chairman  
Nominating Committee  
Community Council of the Atlanta Area  
One Thousand Glenn Building  
120 Marietta Street, N. W.  
Atlanta, Georgia 30303

Dear Billy:

I should like to again appoint Dan Sweat as the  
City of Atlanta representative on the Board of  
the Community Council of the Atlanta Area, Inc.

Sincerely yours,

Ivan Allen, Jr.  
Mayor

IAJr:lp

CC: Mr. Dan Sweat



**Community  
Council of the  
Atlanta  
Area inc.**

JAMES P. FURNISS, *Chairman of the Board of Directors*  
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W. L. CALLOWAY, *Associate Secretary*  
A. B. PADGETT, *Treasurer*

DUANE W. BECK, *Executive Director*

ONE THOUSAND GLENN BUILDING, 120 MARIETTA ST., N. W. ATLANTA, GEORGIA 30303 TELEPHONE 577-2250

March 6, 1967

Mayor Ivan Allen, Jr.  
City of Atlanta  
City Hall  
Atlanta, Georgia 30303

Dear Ivan:

I've agreed to serve as Chairman of the Council's Nominating Committee.

Last year, the bylaws were changed so that the financially supporting local governmental bodies could appoint a representative to the Council Board.

You appointed Dan Sweat, and he is a good man. Do you wish to reappoint him for 1967-68? If so, we need a note to that effect.

Best regards.

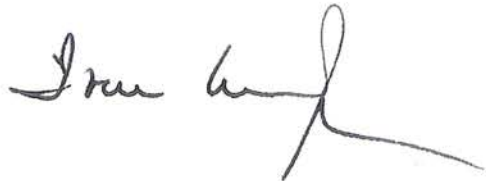
Sincerely,



A. H. Sterne  
Chairman  
Nominating Committee

AHS:j

yes





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*ell*

# *The Citizens and Southern National Bank*

*Atlanta, Georgia 30302*

December 28, 1966

JAMES P. FURNISS  
VICE PRESIDENT

Mayor Ivan Allen  
City Hall  
Atlanta, Georgia

Dear Ivan:

The other day, the Community Council and certain outsiders listened to EOA's discussion of a proposed corporation in the Summerhill-Mechanicsville area. Purpose of the corporation would be to provide employment for adult semi-skilled and unskilled workers in the demolition, cleaning and boarding up of substandard housing and properties.

Those attending had several observations, one of which was that a new corporation of this sort with untested leadership would have difficulty making a go of this venture if it had to bid in the open market for demolition work. There was a hope that the city of Atlanta might be able to direct contracts to the group at a negotiated price.

I'd like to urge your consideration of this idea. Nevertheless, I feel the city could do a lot to help make a corporation of this sort successful if it put certain strings on its willingness to negotiate.

The sort of strings I have in mind are that a negotiating group would indicate to your satisfaction that it was properly set up with reasonably experienced management, that it would have to operate within a pricing structure fair to the city and that the city would have assurance that the work would be done well.

Among the outside observers at the Council meeting were a couple of men from our bank who were attempting to appraise EOA's lending and development program for small business. Due to EOA



Mayor Ivan Allen  
December 28, 1966  
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cutbacks in funds, both these programs have been transferred out of EOA to the Small Business Administration. We were wondering if there were a place where private enterprise could step in and take over some of the functions which government had been asked to do.

As bankers, my two associates and I saw some potential merit in this particular application. Compared with some of the loans which we have made, this one might be shaped into something which could be handled provided the whole enterprise were set up right in the first place. The advantage to the city would be to create a new way in which people in poverty areas could gain useful work as they built an organization which ultimately could compete in the open market for business. It would be a fairly dramatic way of demonstrating that because one is poor does not necessarily rule out economic opportunity.

In thinking about this particular proposed company, it would be helpful to know if the city would entertain a negotiated price for some of this demolition and repair work.

Cordially,



James P. Furniss

JPF/as