descriptions, of necessity, condense and organize a vast mass of raw data, an attempt has been made to report these data accurately and without bias.

Centers are not identified by name or community for two principal reasons. First, to encourage respondents to our inquiries to speak frankly, they were assured that their replies would not be identified with them. Second, this project is concerned with the analysis of neighborhood centers as a common feature of community action programs and the particulars of individual centers in individual communities are secondary. It is assumed that normal administrative channels will provide appropriate officials with the information necessary for normal administrative duties.

Our field research associates provided excellent detailed and comprehensive reports describing, analyzing and evaluating the centers they investigated. The descriptions in this Attachment were written by our central staff and we assume complete responsibility for them. We acknowledge, however, the invaluable assistance given this entire project by our field research associates whose names are listed below:

Dr. Mark Abrahamson
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Last, but no means least, we acknowledge the patience and forbearance of the private citizens and officials of CAA's, centers, and public and private agencies who were kind enough to respond so fully and frankly to our inquiries.

RICHARD W. KIRSCHNER.
DAVID W. VARLEY.
BERT ZIPPEL.

CENTER "A"

1. Origin and Early Development of Center

In order to understand some peculiarities in the present organizational set-up of the Neighborhood Service Center here examined it is necessary to look briefly a some recent history. Early in the 1960 decade two major community organizations co-sponsored a rather large juvenile delinquency research project. The operation of this project soon became a bit "sticky" because of what is now described as a power struggle between the project's co-directors. In an effort to resolve the problems the co-sponsoring organizations brought in a third person to serve as a coordinator. Within a short time this coordinator was granted executive powers over the warring co-directors and thereby became "boss" of the whole operation.

After completion of the research project a decision was made to set up an action program to attack the problems of youth presumably revealed by the research effort. Accordingly, a non-profit corporation, which became the CAA, was established to plan programs and to seek out public and private funds for financing. With the help of major financing from federal funds plus some local moneys this action effort got under way.

Although the CAA developed out of a primary concern for problems of juvenile delinquency, the particular programs it fostered were much broader in scope with major emphasis on neighborhood self-help and local leadership development. Every effort was made to avoid activities or programs which were at all suggestive of welfare state "paternalism." The residents of the CAA demonstration areas were encouraged to help themselves, develop their own leadership, and take an active part in guiding CAA policy.

It is readily apparent that with its broad approach to community problems CAA was in a good position to take advantage of federal War on Poverty funds when they became available. This it did at the first opportunity. It should be noted that the city did not develop a community action program in response to the federal government's War on Poverty directives. Rather, it already had such a program. Funding from the OEO simply made it possible to expand operations.

The brief history sketched above helps to explain the current decentralization of this community's anti-poverty program. By staking out a substantial demon-