

stration area (over 150,000 people) in the community, CAA was not about to be dislodged when the more comprehensive, community-wide OEO program was established in mid-1965. As a result, the CAA operation continues in a fashion that is, administratively speaking, quite independent of the rest of the community's OEO program. Indeed, there seems to be antagonism and conflict when the two organizations (i.e., OEO and the CAA) "brush up against" one another. CAA does not view calmly any effort to have non-CAA poverty workers "invade its turf!" In this regard, it should perhaps be mentioned here that CAA's executive director (the one who originally was the coordinator of the juvenile delinquency research project) is a person with apparently forceful and abrasive qualities which tend to aggravate what is, organizationally speaking, already an awkward situation.

2. *Purposes of the Center*

The general purpose of the neighborhood center is to serve as a spatial and organizational focal point for grass-roots participation in self-help programs by the area residents. Initiative rests with the local residents from whom leadership is expected to emerge. This native leadership is assisted by the paid staff members of CAA, but in no sense is the staff to "impose" a program on the area residents from above. It is evident, therefore, that depending on the desires of the local residents, the neighborhood center can function as a referral point for services dispensed elsewhere, as a local outpost site for the rendering of services both public and private, as a generator of new services, and as a central meeting place for area residents. Furthermore, the center is intended to serve *all* the needy people in its area, not just the young, or the old, or the sick, etc. In short, the ideal here is the multi-purpose center catering to the felt and expressed needs of the local resident population. It should perhaps be noted here that the idea of the residents organizing themselves to exercise more effective *political power* did not appear in the interviews with CAA personnel.

3. *Organizational Arrangements*

The organizational arrangements surrounding the neighborhood centers are in some respects rather loose. Each of the half dozen centers operated under CAA auspices has a complement of affiliated organizations attached to it. These are organizations like churches, YWCA's, neighborhood advancement associations, etc., which are linked to the center usually in some service capacity. Representatives from each of these affiliated organizations form an Advisory Committee which functions as a kind of overseer for the center. These Advisory Committees usually have about two dozen members. They meet regularly (usually weekly) to establish policies and make recommendations about center programs and activities to the center staff who are personnel paid by CAA. Typically the center staff numbers about five. This includes a center Director, a Programmer, a Counselor, a Clerk-Receptionist, and a Maintenance person. Depending on how active the center program is, the center staff may run larger than five. This is the case in the particular center investigated by our field workers. It has a staff of approximately eight, including two full-time programmers and two full-time neighborhood organizers. In addition there are seven unpaid volunteer aides at the center who help conduct sports activities, Boy Scouts, etc.

The types of staff positions listed above are rather self explanatory except for perhaps the Programmer, the Counselor, and the neighborhood organizers. The first is a person who facilitates the establishment of programs which are responsive to the stated needs of the neighborhood residents. This may involve coordinating already existing services or setting up new services and training personnel to handle them. The Counselor is the person who meets in the Center with individuals and groups, counsels them about services available, refers special problems to appropriate resources, enrolls residents in desired activities, and supervises the Clerk-Receptionist who receives applicants initially. The neighborhood organizers are the employed field contact people for the Center. They meet with the Neighborhood Advancement Association and other groups affiliated with the Center in an effort to promote the Center programs as well as determine the needs of the residents.

The question of how the Advisory Committee can exercise any effective control over the center staff when that staff is both hired and paid by the CAA is most simply answered by noting that each Advisory Committee is represented on a Board of Directors which governs CAA. To be sure, they don't