

planning and policy-making for the Center with the Council relegated to the role of a rubber stamp for his proposals. The views of some middle class Council members seem to support that of the Director.

Regardless of conflicts over who in fact is making policy at the grass roots level, the poverty program is not controlled at this level. Center II and its Council are not autonomous, popularly-controlled entities; they are tightly regimented and absolutely controlled by the CAA-city establishment.

CENTER "K"

1. *History and Origins*

Prior to passage of the OEO Act of 1964, there were forces already at work in this city to take action toward resolving problems growing out of the poverty areas. In 1962, a planning grant was received from the President's Commission on Juvenile Delinquency. The center under study in this city was also formed prior to the OEO Act, with funds provided under the auspices of the Manpower Act. Passing of the OEO Act served to expand greatly the existing programs in the city, not, as in many cases, to innovate a completely new concept. In 1964, the OEO funded the "action" portion of the CAA effort and made possible the expansion of services.

2. *Relationships With Other Organizations*

Accumulated information indicates that this Center has earned a high degree of respect from other agencies and community groups with which it has contacts. The churches and the schools have involved themselves with the Center in a number of ways: by providing workers and clients; by assisting in the operations of Center programs; by supplying personnel, funds and equipment; and by advertising Center activities and programs to their memberships.

Center personnel utilize a friendly relationship with the police department and the courts to intercede on behalf of clients who get in trouble and are arrested.

Such long-established service agencies as the Welfare Department, Employment Service and Community Chest agencies involve themselves officially with the Center only on a referral and information basis. Their personnel are not located in the Center but they serve Center clients who are referred to them for help. It was indicated by a number of the CAA staff people that CAA and NSC operations have had an important impact on these established agencies. Not only have the agencies been able to extend the outreach of their services but, more notably, they have begun to see the wisdom of evaluating and revising their services. The effectiveness of their methods is undergoing a period of self-analysis and now, from all indications, they, instead of the poor, are "running scared." The poor are becoming more and more aware of their power and this awareness has led to more active interest in and greater articulation of their needs. The example was cited of the meeting at a Community Chest-operated center in the neighborhood, where the attendance of the poor at this meeting greatly surpassed that of a nearby revival tent meeting held at the same time. We were informed by CAA people that this would never have happened prior to the formation of the Neighborhood Service Center.

3. *Organizational Arrangements*

CAA Board.—This is a policy-making body made up of 32 citizens, with ten members representing public and private agencies involved with the program, ten members representing neighborhoods being served by the program, and the remainder of the membership comprised of people drawn from the community-at-large. The mayor of the city is an ex-officio member of this board.

Neighborhood Boards.—Each of three neighborhood boards consists of thirty members, one-third of whom are elected at large; one-third are elected from neighborhood organizations; and one-third are elected from the youth population—14 to 19 years of age. Every elected neighborhood board member automatically becomes a member of the CAA corporation. Each neighborhood elects its own representatives to the CAA Board.

CAA Staff.—Senior executives of the CAA staff were hired by the Corporation's Board of Directors. These executives, i.e., the CAA Director and Program Director, hired all other CAA employees including Directors for Research, Education, Manpower, NYC, and Public Affairs, and their supportive staffs.

Center Staff.—The Center under study in this city is staffed entirely by resident workers at this time. The Negro woman who is presently the acting Director of the Center has a high school education and this educational level